

Principles for Responsible Management Education (PRME)

McGill University
Desautels Faculty of Management

Sharing Information on Progress (SIP)
2019-21 Report



McGill |  DESAUTELS

October 2021



McGill University's Desautels Faculty of Management is on land which has long served as a site of meeting and exchange amongst Indigenous peoples, including the Haudenosaunee and Anishinabeg nations. We acknowledge and thank the diverse Indigenous peoples whose presence marks this territory on which peoples of the world now gather.

L'Université McGill est située sur un territoire qui a longtemps servi de lieu de rencontre et d'échanges entre les peuples autochtones, notamment les Haudenosaunee et les Anishinaabeg. Nous saluons et remercions les divers peuples autochtones qui ont enrichi de leur présence ce territoire accueillant aujourd'hui des gens de partout dans le monde.

Message From the Dean



McGill University's Desautels Faculty of Management is pleased to publish its PRME Sharing Information on Progress (SIP) Report for the 2019-21 period. Having joined Desautels earlier this year, I am very pleased to represent a Faculty recognized internationally for its efforts toward managing for sustainability and paving the way for responsible management.

I am a firm believer in modeling the kind of culture we want to see in the business community—we must live what we teach. At Desautels, we recognize that excellence at the expense of justice and inclusion is not excellence at all. One of my highest priorities is promoting an inclusive, cohesive, and transparent culture at Desautels, a culture in which all persons are recognized and applauded for what they contribute. That is why I am proud to showcase the commitment to ongoing equity, diversity, and inclusion (EDI) initiatives within the Faculty. Recent progress during the reporting period includes creating an EDI Working Group, establishing the Desautels EDI First Responders program, facilitating 16 EDI Focus Group sessions for faculty, staff, students, and alumni, and organizing Brown Bag sessions for incorporating EDI into teaching. We are committed to further integrating EDI considerations into all academic endeavours including teaching, research, and outreach activities as well as our own operations.

During the reporting period, Desautels also developed the Vision 2025 Strategic Plan through the participation of faculty, staff, and students. We are dedicated to our core priorities of providing an outstanding learning experience for all students (our student focus), strengthening our research excellence, and being the engine of social and economic value creation (our community impact). The transversal themes that will bring us to these destinations are harnessing the power of McGill, strengthening connections, championing sustainability, and advancing equity, diversity, and inclusion.

Business schools exist to lead, whether it is in a university setting or in the business community. In a post-pandemic environment, we have the opportunity to redefine and recreate ourselves as leaders. From the actual content of our courses to the ways in which we teach, research, and communicate, Desautels is poised to be at the forefront of business education. Together, with my new colleagues, students, and alumni, I am looking forward to raising the bar for excellence and impact on a global stage. I once asked Principal Fortier to describe her vision for McGill. She summed it up in only six words, spoken first by former Principal Shapiro: "McGill the great, McGill the good." In other words, we achieve greatness through excellence, but we use our influence for good in the world. Borrowing from Principal Fortier, that is exactly how I would like to define my vision for Desautels: Let us be "Desautels the great, Desautels the good."

Yolande E. Chan

James McGill Professor

Dean, Desautels Faculty of Management

McGill University

Message from the Director of Marketing and Communications



Over the past two years, McGill University's Desautels Faculty of Management has experienced tremendous growth in areas dedicated to the six principles of the PRME. After the submission of our SIP report in October 2019, we revelled in the opportunity to take our efforts even further. It has been incredible to see students, faculty, staff, and alumni from across the world and across disciplines come together to do so.

Desautels is joyous about the appointment of Dean Yolande E. Chan in 2021. Born in Kingston, Jamaica, Dean Chan has spent the past 30 years in Kingston, Ontario, where she served, until recently, as Associate Dean of Research, PhD and MSc Programs, and the E. Marie Shantz Chair of Digital Technology at Smith School of Business at Queen's University. Committed to advancing institutional priorities in the area of equity, diversity, and inclusion (EDI), she co-chaired a 2017 university-wide review of racism, diversity and inclusion at Queen's, and served on the Queen's University Council on Anti-Racism and Equity and on Smith School's EDI taskforces. With the values and experience she brings, Dean Chan embodies everything we wish to emulate.

Despite the challenges posed in 2020, the Desautels community demonstrated resilience and strength in multiple ways. The Faculty's thought leadership platform, *Delve*, leveraged the importance of an online space (recognized by three awards from the prestigious CSS Design Awards) and created a podcast series in collaboration with journalist Dave Kaufman, "New Normal," which makes high-level research about navigating the COVID-19 pandemic accessible to the general public. Desautels' student organizations responded to the needs of our community, with many pivoting their activities to support local businesses across Montreal in the form of consulting and social entrepreneurship. Seeing our Faculty soar above the obstacles thrown in its way continues to be the inspiration for the future goals we set for ourselves.

Making responsible management education an option for everyone is an ideal we strive for. During the reporting period, we have made it a priority to reduce financial constraints for students by establishing numerous scholarships that advance EDI and social impact including the Anil Gondi Community Impact Award, Devon Anthony Haye Social Impact Scholarship, Philip Earle Jenkins MBA Leadership & Diversity Award, K. Chapman and Family Leadership Award, and the KPMG Equity, Diversity, and Inclusion Leadership Award. Furthermore, Desautels launched McGill Personal Finance Essentials, a free, online personal finance course aimed at creating equal access to financial literacy for all Canadians, which has already reached over 200,000 registrants.

The combination of these achievements, along with rigorous sustainability-focused curricula, strengthen our reputation and inspire further actions. In 2020, Desautels' BCom program ranked 4th in Canada and the MBA program ranked 14th in the world in Corporate Knights' inaugural Better World BCom Top 10 and Better World MBA Top 40, respectively.

Being a signatory to PRME is an important part of Desautels' commitment to sustainable and responsible management. We are grateful for the opportunity to learn from and proud to participate in the global network of universities.

Rita McAdam

Director, Marketing & Communications
Desautels Faculty of Management
McGill University

Message From the PRME Coordinator



As our commitments to sustainability and responsible management education continue to govern the activities and initiatives at Desautels, we are excited to share the academic accomplishments that highlight our efforts toward advancing the Principles for Responsible Management (PRME).

During the past two years, faculty and students have been collaborating to further strengthen our BCom Managing for Sustainability Major and Concentration. Immediately following the previous Sharing Information on Progress (SIP) report, we began a year-long, multi-stakeholder consultation (2019-20) to collectively redesign the programs. With the approval (Fall 2020) and implementation (Fall 2021) of new program structures, sustainability education is now more accessible than ever. With new course offerings, such as *FINE 434 Sustainable Finance*, and renewed curricula, for instance *MSUS 402 Systems Thinking and Sustainability*, the revised programs ensure an appropriate mixture of breadth and depth regarding current and future issues of sustainability and will prepare our students for careers in managing for sustainability. We have also strengthened experiential learning programs, such as the Integrated Management Student Fellowship program guided by the United Nation's 17 Sustainable Development Goals. Furthermore, Desautels' MBA program was revamped to integrate sustainability into every core course, from accounting to operations. Together, we will continue to provide an outstanding learning experience for the next generation of changemakers.

We also take immense pride in our students who are leading the sustainability movement across the nation and worldwide. From their collaboration with other university students in creating the Canadian Youth Business Council on Sustainable Development to the Desautels Sustainability Network workshops geared toward impact investing and decolonizing business, our students continue to be actively involved in every corner of our community. On a global scale, PRME Global Students (PGS), a new student-run movement, connects our students with global networks to empower them in their efforts toward sustainability and to support them in their journey of improving the role of business in society. Desautels students were instrumental in the creation of PGS during the reporting period and continue to play a vital role on its Executive Board.

Whether through our teaching, research, outreach, or student initiatives, Desautels is committed to advancing responsible management education and managing for sustainability. We would like to thank everyone who has dedicated their time behind the scenes to make this year's PRME SIP Report possible: Kika Armata, Sebastien Betermier, Giulia Campofredano, Lisa Cohen, Maxime Cohen, Sabine Dhir, Robyn Fadden, John-Paul Ferguson, Greg Houlahan, Jennifer Kambhampati, Leilani Ku, Maxime Lakat, Marie Josée Lamothe, Yu Ma, Mark Michaud, Rosalie Vendette, and Cindy Westcott. Our special thanks go to Vanessa Yang, who made excellent contributions to all aspects of this report, and Anna Birnie-Lefcovitch, the former PRME Coordinator who played a crucial role in many of the accomplishments we present in this report.

Desautels is excited and ready to take responsible management education a step forward in the next reporting period of 2021-23. We also look forward to learning more from fellow PRME signatories who are united in our common goal of improving responsible management education for all.

Anna Kim

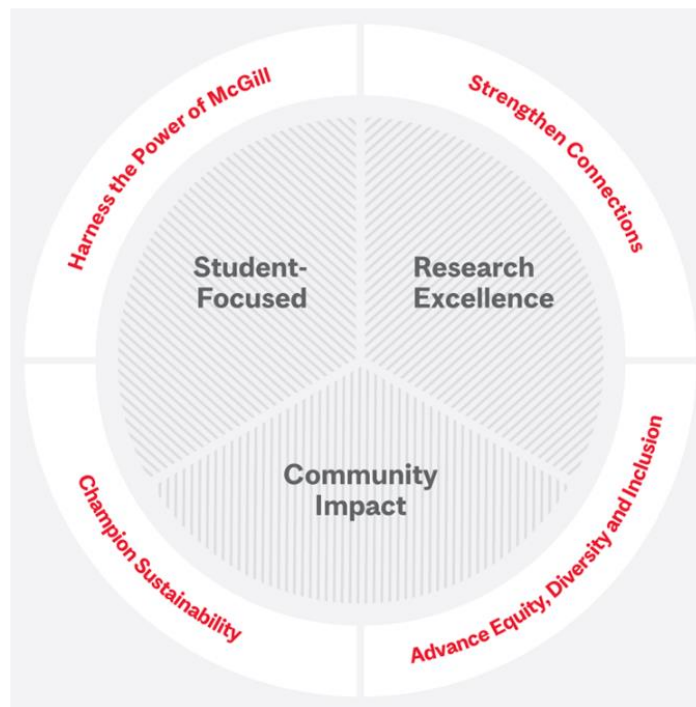
Assistant Professor in Management for Sustainability
BCom Managing for Sustainability Major and Concentration Program Mentor
Desautels PRME Coordinator
McGill University

Principle 1: *Purpose*

We develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

At McGill Desautels, we are dedicated to fostering the sustainability- and solution-oriented leaders that the world currently needs. From awareness-building to profound learning experiences, we aim to provide learning environments and opportunities that cultivate responsible and future-ready managers. In 2020, Desautels released its Strategic Plan for 2025; one of the four transversal themes is Champion Sustainability. McGill Desautels believes that integrating sustainability and responsible management into academic programs is essential in preparing students to become creators of change.

Desautels Vision 2025: Champion Sustainability



Integrate sustainability education into academic programs by emphasizing existing faculty expertise, assisting instructors in mainstreaming sustainability education, and reinforcing existing sustainability-focused programming.



Raise internal awareness about sustainability and sustainable development by providing professional development and training support for all faculty and staff, and communicating our sustainability expertise and activities more cohesively.



Continue to support faculty outputs around sustainability by maintaining a point of contact such as a sustainability committee, resourcing the development of teaching materials, inviting companies and external organizations to speak with faculty about sustainability challenges, and encouraging faculty research in sustainability topics.



Founded in 1906, the Desautels Faculty of Management at **McGill University is ranked as one of the world's top international business schools** by *BusinessWeek*, *Canadian Business*, *Forbes*, and *The Economist*.

In 2020, *Corporate Knights* ranked **Desautels' Bachelor of Commerce program 4th in Canada** in their inaugural Better World BComs Top 10.

In the same year, **Desautels' MBA program was ranked 14th in the world** in the *Corporate Knights* 2020 Better World MBA Top 40.

Vision

Transform the way organizations function for economic and social value creation

Mission

Make organizations better through:

- An integrated, worldly, ethical, and lifelong approach to educating current and future leaders;
- Fostering rigorous, insightful research and influential thought leadership;
- Dedication to economic and social value creation

Equity, Diversity and Inclusion (EDI) at Desautels

Developing a respectful, diverse, and inclusive culture is key to ensuring that everyone who passes through our doors feels safe, welcome, valued, and heard. The Desautels Faculty of Management is committed to advancing equity, diversity, and inclusion to better serve our community.

Recent events and conversations in the world have highlighted inequities and systemic injustices that still permeate today's societies and organizations. Racism, discrimination, and intolerance have no place in our community. Desautels brings together and enables talented students, and faculty and staff members, with diverse and intersecting identities so that all can flourish. We must cultivate a culture that values equity, diversity, and inclusion, and live those values through our practices in all we do.

To deliver on our commitment, Desautels appointed Professor Lisa Cohen as the Faculty's inaugural director of equity, diversity, and inclusion (EDI), in August 2020. Professor Cohen has created an EDI Working Group and is working with its members to collect data on representation and practices and to assess how students, academic and administrative staff, and alumni experience racism and discrimination at Desautels. This assessment is an important first step in building trust, understanding the specific Desautels context, and creating an EDI strategy that addresses existing challenges in our Faculty. In 2020-21, 16 EDI Focus Group sessions were held for faculty, staff, students, and alumni to listen to and better understand the different experiences of racialized minorities, women, and other historically under-represented groups. Through the many ongoing activities—including assessing the accessibility of the Faculty's building and creating staff, faculty, and student training plans for EDI—Desautels is investing in a future that is supportive and respectful of all.

At the same time, Desautels is exploring ways to further increase and enhance inclusive education and teaching practices. This involves reinforcing pedagogy adoption that serves all students, regardless of background or identity, and supporting overall engagement with subject material that focuses on equity, diversity, and inclusion. Since there are several faculty members who incorporate EDI subjects and practices in their own classrooms, three Brown Bag Sessions were held in 2020-21 where instructors came together to discuss how they incorporate EDI topics into teaching and respond to classroom EDI issues. The three sessions addressed the topics of (1) infusing EDI in teaching, (2) responding to classroom microaggressions, and (3) EDI & teaching.

Furthermore, the Desautels EDI First Responders program was established to provide a clear process for use by students, faculty, and staff if they experience or are aware of harassment, discrimination or other equity issues because of membership in or identification with an under-represented group (including race, ethnicity, Indigenous identity, gender, sexual orientation or identity, disability, religion) at Desautels.

Further details about EDI activities can be found in the EDI Activity Tracker (Appendix).





Student-Led Organizations

In this section, we celebrate student leadership and highlight accomplishments of student-run organizations. This generation of students, regardless of their disciplinary focus or level of study, considers sustainability actions to be personal and professional imperatives. Desautels students self-organize and create impressive venues for knowledge exchange, experimentation, and solution making. These activities drive the culture of change within the university and beyond as students graduate and take on careers in all sectors in Montreal, Canada, and globally.

Desautels Sustainability Network

The Desautels Sustainability Network (DSN) is a passionate group connecting BCom students across clubs, groups, and institutions to promote a culture of sustainable action within McGill University and in the Montreal community. DSN is driven to educate and bring awareness to current sustainability challenges. They want to create the next generation of business leaders who envision sustainability both as an opportunity and a responsibility and become key drivers of sustainable development.

During the reporting period, DSN has continued its promise of melding the economy, environment, and society at McGill through workshops focused on sustainable investing, collaborating with other faculties to facilitate student discussion on the circular economy, and co-organizing the annual Montreal Youth Summit on Sustainable Business.

PennyDrops

PennyDrops is a student-run registered non-profit organization that champions financial literacy among Canadian youth. In partnership with and having the financial backing of the Bank of Montreal, PennyDrops is paving the way to financial freedom for students coast-to-coast. Since it was founded by two McGill undergraduate students in 2015, the non-profit has reached 9,000 high school students across the country in 380 classrooms, attracted 1,640 university mentors, and expanded to 18 university chapters.



Enactus McGill

Enactus McGill gathers a group of talented and motivated students who are striving to make a difference in Montreal's communities by improving quality of life through social entrepreneurship. They create positive change by using social businesses to address community needs. Ultimately, the goal of each Enactus project is to become successful enough to be independent and self-sufficient. Graduated projects include PreReq, a project that helps integrate Syrian refugees into Montreal's workforce; MealCare, a project that redistributes food to decrease waste and increase food security; and Youth Start, which partners with local high schools to teach students professional skills that help transform their own business ideas into reality. With recent expansions, such as MealCare chapters in Guelph and Ottawa, Enactus projects reach diverse and wide-ranging communities both locally and nationally by addressing social, environmental, and economic sustainability.

Currently, Enactus McGill is working on a new project, MTLocal, hoping to partner with small businesses across Montreal Island to incentivize local consumption. As the pandemic continues, family businesses and small shops struggle to stay afloat as each wave hits them harder and harder. In response, Enactus McGill aims to create a network of local businesses, helping them gain more traction to keep their doors open.

McGill Social Business Network

Formerly known as MyVision, the McGill Social Business Network (MSBN) is dedicated to promoting impact-driven business. MSBN's vision is to empower the next generation of changemakers and build the social business community at McGill. MSBN educates undergraduate students about social innovation, provides consulting services to social entrepreneurs, and runs a social enterprise called Learning Is For Everyone. Initially launched at Desautels, MSBN has created chapters at several other Canadian universities and connects youth with professionals in the social impact space around the world.

Montreal Social Value Fund

The Montreal Social Value Fund (MSVF) aims to create positive social and environmental impact in the Montreal community by investing in local social enterprises, enterprising non-profits, and cooperatives. Composed of undergraduate students with diverse academic backgrounds and Montreal universities, including McGill Desautels, members are united and supported by local impact investors and social economy experts.

MSVF invests using an impact-first approach believing that not all important social and environmental issues can be addressed in ways that generate uncompromised, market-competitive returns. It aims to bridge the gap between large impact investment funds and small, high-impact organizations struggling to fund their growth.

Along with other social value funds across the country, MSVF's goal is to create national-at-scale, local-in-scope impact while empowering student leaders to tackle social and environmental issues.



Desautels Women in Business

The Desautels Women in Business (DWIB) organization provides women interested in pursuing a career in management with workshops, speakers, networking opportunities, and various other tools to prepare them for success in the corporate world. Its network includes professionals, current students, professors, and McGill Desautels alumni. Each year in January, DWIB organizes and hosts its Women in Business conference, which features a speaker series consisting of four panels covering a range of business topics. To further ease the transition to McGill for first-year, female-identifying students, it has also developed Fall semester mentorships to connect returning students with members of the incoming class. DWIB's aim is to educate and inspire students to achieve their goals with confidence as they begin to shape their future careers.

Desautels Graduate Women's Association

Formerly McGill MBA Women's Association, the Desautels Graduate Women's Association's mission is to maximize the professional development of female students and alumni of Desautels' graduate programs through strategic engagement with the McGill community and broader Montreal networks. The Association enables networking opportunities, celebrates successful women in business, and facilitates interactions with influential people.



Net Impact (Desautels Chapter)

Net Impact is a network of more than 11,000 new-generation leaders committed to using the power of business to improve the world. It is also one of the most innovative and influential networks of MBAs, graduate students, and young professionals. Net Impact's McGill Chapter helps members broaden their business education and exposure to socially responsible organizations, refine their leadership skills through participation in socially responsible activities that give back to the community, and build their networks.

Principle 2: *Values*

We incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Core Values

Desautels is committed to...

Innovative learning

Excellence in research, teaching, and program delivery

Respect for individuals, society, and the environment

Diversity and inclusiveness in our people and our thinking

Collaboration within and outside our community

Integrity in all that we do

BCom Program

Desautels embeds sustainability, ethics, and responsible management education in all our academic programs. At the BCom level, all students take core courses, which include *MGCR 360 Social Context of Business*, an introduction to how business interacts with the larger society and the concepts of business ethics, corporate social responsibility (CSR), and sustainable development. In addition, *MGCR 423 Strategic Management*, another core course taken by all BCom students, dives into strategy formation and execution for the long-term success of businesses and positive social and ecological outcomes. Specialized courses available to BCom students across disciplinary programs include, for example, *ACCT 401 Sustainability and Environmental Accounting*, *INSY 455 Technology and Innovation for Sustainability*, *MGPO 438 Social Entrepreneurship and Innovation*, *MGPO 440 Strategies for Sustainability*, *MRKT 351 Marketing and Society*, and *MSUS 402 Systems Thinking and Sustainability*.

BCom Managing for Sustainability Major

The BCom Major in Managing for Sustainability (30 credits) focuses on combining management and business knowledge with a solid understanding of the interlinked economic, social, and ecological challenges of achieving sustainability. The program integrates management studies with fundamentals of environmental science and sustainability. It is among the largest sustainability-focused undergraduate management programs in Canada and among the few specialist programs in the world. Access to this option is a differentiator when students choose Desautels for their studies.

The Major provides integration of multiple management disciplines with sustainability perspectives; fundamental concepts of environmental science, social science, and human impact on natural systems; and an experiential learning component in the form of a consulting engagement, internship, or research project offering “real world” experience. Options for experiential learning include *MSUS 401 Sustainability Consulting*, *MSUS 400 Independent Study in Sustainability*, and *MSUS 497 Internship in Sustainability*. The Major also requires completing courses in the McGill School of Environment, which provide deeper exposure to the ecological and social challenges that underpin sustainability.

BCom Managing for Sustainability Concentration

The BCom Managing for Sustainability Concentration (15 credits) focuses on the conceptual and analytical skills needed to formulate and implement organizational policies contributing to ecologically sustainable and socially responsible economic development.

The main themes of courses in the Concentration include: organizational implications of the interlinked economic, social, and ecological challenges of sustainability; integration of sustainability into traditional business functions; and leadership, stakeholder management, and managing change required to achieve sustainability.

During the reporting period (2019-21), a major redesign of the Managing for Sustainability programs (Major and Concentration) was undertaken. Based on a year-long, multi-stakeholder consultation process (Sept. 2019 - Sept. 2020), new program structures were proposed and approved (Sept. - Dec. 2020) for implementation beginning in Fall 2020. The redesigned programs are easier for students to navigate and complete, and now

ensure an appropriate mixture of breadth and depth. Notable changes include reviving *MSUS 402 Systems Thinking & Sustainability*, offering newly created courses (e.g., *FINE 434 Sustainable Finance*; *MGSC 483 Analytics-Based Community Project*), and adding relevant courses (e.g., *INDR 492 Globalization and Labour Policy*; *MGPO 430 Practicum in Not-for-Profit Consulting*) to strengthen the programs.

Thanks to these efforts, Desautels' BCom program was ranked 4th in Canada in the Corporate Knights' inaugural Better World BCom Top 10 ranking results (2020).



Undergraduate Courses Related to Responsible Management

MGCR 360 Social Context of Business

This course examines how business interacts with the larger society. It explores the development of modern capitalist society, and the dilemmas that organizations face by acting in a socially responsible manner. Students examine these issues with reference to sustainable development, business ethics, globalization and developing countries, and political activity.

MGPO 440 Strategies for Sustainability

This course explores the relationships between economic activity, management, and the natural environment. Using readings, discussions and cases, the course explores the challenges that the goal of sustainable development presents given our existing notions of economic goals, production and consumption practices, and the management of organizations.

MSUS 402 Systems Thinking and Sustainability

Examines the interconnected dynamics of organizations and social, economic, and ecological systems. Introduces systems-thinking principles to foster learning, inform organizational decision-making, and solve real-world problems. Covers problem diagnosis and resolution of organizational and societal sustainability issues through causal loop diagrams, stock-and-flow mapping, group model building, computational simulations, and case studies.

ACCT 401 Sustainability and Environmental Accounting

Developing measures of corporate environmental performance, assessing their reliability, and reporting to external stakeholders. Using sustainability metrics in strategic and operational business decisions. Implementing and utilizing environmental management systems and standards. Managing corporate environmental risks and accounting for environmental costs. Environmental auditing.

FINE 434 Sustainable Finance

Presents how sustainability is taken into consideration by various players in the finance sector, especially companies listed on the stock markets and by investors. Explores the challenges related to the integration of sustainability considerations such as environmental, social, and governance (ESG) topics by financial players. Teaches students how to conduct a sustainability analysis for a company in an investment context.

INSY 455 Technology and Innovation for Sustainability

The role of information and other technologies in the size and nature of an organization's environmental footprint. Achieving sustainability through strategic innovation such as digitization, recycling, reuse of materials, sustainable design, LEED certifications, smart grids, and energy metrics. Analyzing the environmental benefits and hidden costs of novel technologies.

MGPO 438 Social Entrepreneurship and Innovation

Explores key concepts associated with social entrepreneurship and social innovation--the application of principles of entrepreneurship and innovation to solve social problems through social ventures, enterprises, and not-for-profit organizations. Focuses on the social economy, including how the market system can be leveraged to create social value.

MGSC 488 Sustainability and Operations

Social and environmental impacts of an organization's operations. Regulatory environments, eco-efficiency concepts, and measurement systems. Lifecycle analysis and exploring impacts linked to: product design, sourcing, production, distribution, sales, and end-of-life recovery and treatment. Frameworks and best practices for reducing negative consequences and increasing positive ones.

MRKT 351 Marketing and Society

The social issues and concerns affecting marketing management are examined and the two-way relationship between marketing and social change is explored. Particular attention is paid to consumerism, government regulation in marketing, corporate social responsibility, social marketing, and marketing role in a conserve society.

MGPO 430 Practicum in Not-for-Profit Consulting

This course is designed around a pro bono consulting experience. It is meant to connect students to both the NGO community as well as the consulting world. Students are put into teams whose structure is meant to mimic that of a real consulting team.

MGSC 483 Analytics-Based Community Project

Aiding a host community organization in the application of analytics, with the aim of helping to improve the community's operations for the good of society.

MSUS 400 Independent Studies in Sustainability

Research reading or field projects in sustainability, permitting independent study under the guidance of a faculty member.

MSUS 401 Sustainability Consulting

Designed around a pro bono consulting engagement, provides real-world experience in applying management consulting theories and tools to plan and implement projects that move organizations toward sustainability. Topics include consulting as an industry, different types of sustainability consulting, implementing change in organizations, and project management.

MSUS 434 Topics in Sustainability

An advanced topic in sustainability.

MSUS 497 Internship in Sustainability

Internship of a minimum of 150 hours of work over a period of 8 to 12 weeks, at an approved host institution and with a focus on sustainability.

INDR 294 Introduction to Labour-Management Relations

An introduction to labour-management relations; examines the structure, function and government of labour unions, labour legislation, the collective bargaining process, and public interest in industrial relations.

INDR 492 Globalization and Labour Policy

Exploration of contemporary labour policies around the world in the context of globalization. Topics include labour market functioning, international trade, technological change, flexibility, employment standards, protective legislation, and employment practices.

MGPO 365 Business-Government Relations

The political environment in which business organizations operate; how governments control, regulate, promote, and compete with the private sector; how corporate policy responds to, and seeks to influence, these activities.

MGPO 435 The Origins of Capitalism

This course covers the evolution of modern business institutions, from their roots in the early Middle Ages to the modern era. Covering economic issues in the context of arts and culture, it offers a "distant mirror on globalization."

MGPO 450 Ethics in Management

An examination of the economic, legal, and ethical responsibilities of managers in private and public organizations. Through readings, case studies, discussions and projects, the class evaluates alternative ethical systems and norms of behaviour and draws conclusions about just decisions and actions in moral dilemmas. Focuses on the decision process, values and the consistency of values of the individual, and on the impact of systems controls and incentives on managerial morality.

MGPO 469 Managing Globalization

This course explores economic and social consequences of globalization, focusing on the most pertinent issues at the time. Topics include the existing global imbalances, the opportunities and risks presented by large cross-border capital flows, and the role of institutions as well as organizational and policy responses in crisis-hit countries.

MGPO 475 Strategies for Developing Countries

Strategic management challenges in developing and emerging economies. Focus on strategies that foster both firm competitiveness and economic development including technological capabilities, new forms of organization, small and large firms, global production, social impact, global standards, and governance.

ORGB 321 Leadership

Leadership theories provide students with opportunities to assess and work on improving their leadership skills. Topics include the ability to know oneself as a leader, to formulate a vision, to have the courage to lead, to lead creatively, and to lead effectively with others.

ORGB 325 Negotiations and Conflict Resolution

A conceptual framework to guide participants through the negotiation and conflict resolution process.

ORGB 421 Managing Organizational Change

Organizational change theory and techniques are examined with an emphasis on techno-structural interventions such as Quality-of-Work-Life approaches. Through simulations and case studies, the course explores initiatives in organizational change, primarily in contemporary Canadian organizations. It also includes opportunities for *hands-on* work experience and organization redesign.

ACCT 471 Non-Profit Accounting

The foundations and practices of non-profit accounting for organizations including governmental, volunteer, charitable, healthcare and educational. Uses a framework to evaluate and understand emerging issues.

BUSA 402 Independent Studies in Social Business and Enterprise

Independent study in social business and enterprise under the supervision of a faculty member.

MGPO 433 Topics in Social Business and Enterprise

Specialized advanced topic in social business and enterprise.

MGPO 567 Business in Society

Examines different ideologies, business ethics and values, the corporation and its constituencies, and the social impact of corporate decisions. The focus of this course is on the interaction between business organizations and society, and on incorporating social impact analysis into strategic management.

ORGB 380 Cross-Cultural Management

Addresses the dilemmas and opportunities managers experience in international, multicultural environments. Development of conceptual knowledge and behavioural skills (e.g., bridging skills, communication, tolerance of ambiguity, cognitive complexity) relevant to the interaction of different cultures in business and organizational settings. Uses several methods including research, case studies, and experiential learning.

ORGB 401 Leadership Practicum in Social Sector

Students apply a wealth of OB concepts and leadership strategies by spending the equivalent of one full day (8 hours) per week at an organization within Montreal's social sector. Course material supplements field experiences. The Practicum complements ORGB 321, which offers a more comprehensive survey of leadership theory.

RETL 402 Innovations in Retailing

Exploration of emerging trends, consumer behaviour and technologies, and how they can lead to retail innovations that can significantly improve operational efficiency and customer satisfaction, and provide a foundation for a sustainable and improved society.

Graduate Programs

MBA Program

The McGill Desautels MBA program includes several courses that enable sustainability awareness-building and learning. Examples include *Cross-Cultural Management (ORGB 685)* and *Strategies for Sustainable Development (MGPO 640)*.

During the past reporting period, the Faculty has been hard at work integrating sustainability perspectives into each and every MBA core course. This includes but is not limited to adding lectures on green IT as well as on sustainability and IT, in *Information Systems*; covering social responsibility, in *Organizational Strategy*; and examining ethical issues, in *Accounting and Financial Reporting*. Beyond theory, the Desautels MBA also emphasizes a sustainable mindset and “durable development”—a different way of thinking about business processes and finding practices that can be continued into the future. For instance, sustainability can be about using financial tools and skills to incentivize sustainable behavior in the financial sector or finding solutions to produce zero-waste production cycles on the operations and logistics side. In addition, MBA students take experiential courses, working together on live cases. In the past, these have enabled students to become familiar with developing monetization strategies to enter the carbon offset market and creating commercialization strategies for biotech start-ups. Recent graduates of the Desautels MBA program have employed the concept of *durable development* to spearhead solar and battery business development in North America as well as to work in organizations that seek out and invest in sustainability-oriented companies. For our students, completing an MBA at Desautels means being equipped to meld sustainability with a career, no matter the trajectory.

MBA students have also been vocal concerning the importance and necessity of increasing the number of women in leadership roles, noting that the program provides a seat at the table and the opportunity to change a company from the inside. Increasing the number of women executives has ripple effects throughout an organization and the power to make the culture more inclusive. The Desautels Graduate Student Society and Desautels Graduate Women's Association are both female-led and hope to further increase awareness of the need for women's perspectives in professional development programs. In 2021, the full-time MBA cohort included 37 women; the Faculty is committed to supporting them at McGill and in their future careers.

Thanks to these efforts, and with nearly 50 faculty publications related to sustainable development produced during the year, Desautels' MBA program was 14th in the Corporate Knights 2020 Better World MBA ranking results.

Eco Lean Sigma Certification

The Eco Lean Sigma workshop runs for three days and aims to help professionals reach environmental management objectives such as reducing waste, integrating artificial intelligence to reach impact goals, and meeting environmental quality standards.

Global Manufacturing and Supply Chain Management (GMSCM) Program

The GMSCM program offers a double degree, from McGill University and Zhejiang University, and targets high-potential managers in manufacturing, services and logistics industries, and entrepreneurs. Students in the GMSCM program can now take the new *MGSC 607 Corporate Social Responsibility in Supply Chain Management* and explore sustainability issues through electives including *ORGB 625 Managing Organizational Change*.

Master of Management in Finance (MMF) Program

The MMF program prepares students for a career in finance through a comprehensive curriculum that integrates advanced financial concepts and quantitative methods with real-world business practices. Courses include substantial emphasis on ethical and responsible conduct in the finance and accounting realms. In the course *FINE 679 Corporate Finance Theory*, students are exposed to conflicts of interest between shareholders and debt-holders with regard to financing options. *ACCT 604 Financial Statements* gives students an understanding of how financial reporting can affect financing and investment decisions.

As part of the curriculum, students are expected to fulfill the requirements of *FINE 671 Applied Finance Project*, which includes dedicating time to work with Canada's first university-owned and student-run registered investment management firm, Desautels Capital Management (DCM). As of 2021, DCM has \$2.5 million in assets in the Socially Responsible Investing Equity Fund, representing a third of total assets and up from the \$2 million reported in 2018. Focused on environmental, social, and governance (ESG) metrics, the Socially Responsible Investing Equity Fund requires organizations to be free of certain practices including child labour, armament manufacturing, and fossil fuel activities to meet the minimum ESG threshold.

Master of Management in Retailing (MMR) Program

Launched in the Fall of 2021, the Bensadoun School of Retail Management (BSRM)'s new Master of Management in Retailing (MMR) program approaches retail management from an integrated perspective. The curriculum was based on the concept of the customer's journey—understanding, attracting, and satisfying retail customers as well as managing for sustainability. More specifically, the sustainability portion includes *RETL 617 Managing for Sustainability*, one of the four required core courses of the program, and *RETL 645 Food Retail – From the Farm to the Fork*, which covers topics related to food sustainability and incorporates a field trip to a community food producer. In addition, the MMR includes an experiential module created to give students hands-on experiences in real-world settings and opportunities to interact with practitioners in leading retail organizations. By encompassing a variety of perspectives—from businesses and consumers to environmental considerations—the 12- or 16-month program places emphasis on creating leaders who are passionate and motivated to transform the future of the retail landscape.



Graduate Courses Related to Responsible Management

MGCR 620 Information Systems

Overview of the information systems issues that influence the management of organizations. Understanding (as opposed to computation) the impact of information technology on firm operations and the benefits and limitations of information technology, as it relates to the essential core knowledge needed for day-to-day managerial activity. The course was recently revised to include sessions dedicated to green IT as well as sustainability and IT.

MGCR 622 Organizational Strategy

Organizational strategy concerns the process through which managers favourably position their business or unit against competitors, with customers, and in accordance with societal needs. This course emphasizes the skills managers need to assess strategic threats and opportunities, match them with internal competencies to develop a strategy, devise action plans to realize the strategy, and continually develop capabilities to keep the organization viable. Coinciding with the heightened awareness of responsible management, this course now covers social responsibility and ethics within strategic management.

MGCR 639 Managing Organizational Behaviour

Explores social processes that affect human behaviour and decision making, and tactics for building and managing an organization that help such processes work for rather than against you. Considers advantage, and the link between organizational design and capabilities. Covers different organizational designs for optimizing different types of innovation, grapples with the coordination/motivation tradeoff, explores how organizations try to use culture to relax that tradeoff, distinguishes between formal and informal structures and power, and ties these ideas together when designing and leading teams. This course was updated to include specific topics regarding the intersection of organizational behaviour and sustainability.

MGCR 640 Accounting and Financial Reporting

Covers the use of internally generated accounting information for decision making, planning and control purposes as well as the concepts and techniques involved in developing and interpreting accounting information that is relevant and useful for managers. This course was revised to include ethical issues pertaining to business and accounting.

BUSA 695 Real-time Decisions

This course provides an integrative perspective of the topics in the first year core that builds on progressive stages of integrative understanding, from basic management skills looking inward to basic and specialized management skills looking both inward and outward. The emphasis is on pedagogic tools which focus on a holistic view of the organization, forcing understanding of the management of the enterprise from multiple perspectives and the resolution of conflicting viewpoints. Recently, the course was revised to include more emphasis on sustainability cases including developing a monetization strategy to enter the carbon offset market and a commercialization strategy for a biotech start-up with applications to the pharma industry.

MGPO 615 Consulting for Change

Consultation in the area of assisting firms to introduce strategic change that includes approaches used to assess, understand, and advise firms whose status quo is no longer considered satisfactory.

MGPO 640 Strategies for Sustainable Development

This course aims to produce new knowledge about the multidimensional nature of sustainable development, and to develop skills required to formulate and implement policies that integrate economic progress with quality of life and preservation of the biosphere.

ORGB 625 Managing Organizational Change

Examines strategies of organizational development (OD) that enhance the organization's capacity to respond to change, maximize productivity, and allow employees to experience dignity and meaning in their work. Explores the strategic, techno-structural, human process, and human resource management types of OD interventions. The fundamental theoretical framework of the course draws upon developments in the behavioural and socio-technical systems approaches to organizational change.

ORGB 685 Cross-Cultural Management

Considers cross-cultural awareness and communication skills necessary for management in multicultural organizations. The focus of the course is on the relationship between cultural values and communication styles as they affect the inter-and intra-cultural communication of managers, personnel, and clients of multinational and multicultural corporations and organizations.

MGSC 607 Corporate Social Responsibility in Supply Chain Management

Introduction to the basic theories and development of business ethics and corporate social responsibility (CSR).

FINE 679 Corporate Finance Theory

This course provides a framework for understanding how firms finance their activities. The course studies the different forms of financing available to firms (e.g., bonds, loans, stocks, warrants), the sources of these funds (e.g., banks, private equity, institutional investors, individual investors), and how firms' capital structures are shaped by corporate and personal taxes, bankruptcy costs, conflicts of interests between shareholders and debtholders, and differential access to information in capital markets. Students apply these analytical tools to case studies that emulate real business situations to learn how to design securities to maximize value and to optimize payout policy.

ACCT 604 Financial Statements

This course provides an overview of the financial reporting system with an emphasis on conceptual background details and the tools required to understand, analyze, and exploit the information contained in financial statements. It combines lectures on concepts and methods with practical cases in which students apply these tools to real business situations. The course also advances the understanding of how alternative practices in financial reporting affect corporate financing and investment decisions.

RETL 617 Managing for Sustainability

Introduction to business strategy and stakeholders. Balanced scorecard and corporate social responsibility. Analytical methods to manage the other stakeholders in a firm: owners, employees, and the public. Introduction to stakeholder theory and tools that managers can use to discriminate between various choices to maximize stakeholder value and balance between competing stakeholder needs. Organizational culture and structure. Conflict management. Financial reporting. Inventory reporting. Budgeting. Taxation. Financial decision-making.

RETL 645 Food Retail

Covers the "food-production journey," including preparation, distribution, safety, marketing, consumption, consumer attitudes, and emerging trends. Examines food supply-chain partners such as farms, grocery stores, restaurants, or community food producers.

PhD Program

At the PhD level, students have access to supervisors and elective courses in corporate social responsibility and sustainability, not only at Desautels but also at three Montreal-based universities that cooperate in this joint PhD program. The program enables flexibility so that faculty experts can bridge formal supervision and informal mentorship on complex sustainability management topics.

Current research topics include managing innovation, corporate social responsibility, diversity and social equality, and strategies for sustainable development.

A new PhD seminar course dedicated to sustainability research will also be launched in Winter 2022. The *MGPO 708 Seminar in Strategic Management: Organizing for Sustainability* course will explore how organizing for sustainability invites and facilitates new perspectives on management research and practice such as relational ontology, systemic epistemology, and Indigenous worldviews. The course will open opportunities to fundamentally rethink the assumptions and manifestations of existing theories and to make novel contributions beyond studying sustainability through the lens of established organization theories.

Executive Education

The McGill-HEC Montréal Executive MBA offers issue-driven learning for seasoned executives that builds on their managerial experience. An integrated, multidisciplinary approach to leadership and management, the EMBA features the specialized Sustainability Challenge module, which is a formal deep-dive into sustainability imperatives and the opportunities that arise from using sustainability as a lens for management practice. Topics that are closely explored include shared value creation, strategic corporate social responsibility, and measuring social and environmental performance.

The International Masters for Health Leadership (IMHL) brings together an ongoing forum of the best of practicing leaders from all aspects of health and from all regions of the world. Notable highlights of the program include managing change, collaboration, and the melding of art, craft, and science for a systematic analytic mindset. By increasing understanding of the dynamics of “system change,” participants are encouraged to explore the various social institutions within the healthcare field and the interactions that arise with economic, political, and social forces. The International Masters Program for Managers (IMPM) is a dynamic work-connected program focusing on the mindsets managers need to lead global organizations, including global non-profits and foundations. Both the IMHL and IMPM were designed under the leadership of Henry Mintzberg, Cleghorn Professor of Management Studies and Professor of Strategy and Organization, who has turned his influence as a strategic management scholar toward timely issues such as rebalancing society for a more just and sustainable future. These topics, and many others, are woven throughout the IMHL and IMPM programs.

The Women Entrepreneurs and Leadership Program is a unique Innovation and Leadership program for seasoned women professionals worldwide. The program combines the expertise and complementary cultures of three globally renowned institutions: the McGill Executive Institute (McGill University), the CentraleSupélec Exed, a subsidiary of the European Engineering School CentraleSupélec (CS), and the Women Initiative Foundation (WIF), which has international experience in promoting women in business. Participants are equipped with tools to manage complex projects for any industry or function. The program aims to propel women in business, help them develop long-lasting relationships, and create a network of women who will continue to learn and support each other.



Principle 3: *Method*

We create educational frameworks, materials, processes, and environments that enable effective learning experiences for responsible leadership.

Integrated Management Student Fellowship (IMSF)

The Integrated Management Student Fellowship (IMSF) is an experiential leadership program designed to help BCom students prepare for impactful and fulfilling careers. Over two semesters, undergraduate fellows have the opportunity to work through three synergistic components: a faculty project in which students apprentice with world-class Desautels professors to conduct research; an impact initiative in which students collaborate in small groups to design and implement a real-world sustainability project; and, a two-term course that integrates the previous two components by providing structure, tools, and resources (*BUSA 434/MSUS 434 Managing for Impact*).

Established in 2018, the program provides a student with six credits that can be applied to their degree as sustainability-related courses. The Fellowship has grown year after year, with more faculty supervisors and more student applicants. Feedback from both fellows and supervisors is overwhelmingly positive and there have been more than 140 fellows in the program.

The incoming 2021-2022 IMSF cohort represents an additional 48 fellows who will be working on 30 unique research projects with 31 faculty supervisors from Desautels and across McGill University.

As part of the overarching framework of the Fellowship program, the United Nation's 17 Sustainable Development Goals (SDGs) are linked with many components of the fellows' experiences. Whether a fellow seeks to create impact as a manager or in another career field, the SDGs will be relevant to all economic development, innovation, social progress, governance, and sustainable development processes. Topics of research conducted by faculty and IMSF fellows over the past two years have taken these goals and their targets into account. Faculty-led projects include the role of chief sustainability officers in organizations, machine learning and food security, and the survival and death of social enterprises in the marketplace. Examples of impact initiatives led by fellows include reducing food waste, ensuring universal access to sexual-health education, and supporting the mental health of Indigenous communities.



Impact Internship

The Impact Internship Program (IIP) has been offered by the Marcel Desautels Institute for Integrated Management (MDIIM) to provide exceptional BCom students with the opportunity to apply knowledge gained in the classroom and personal experience to professional settings with social and environmental impact projects. This carefully monitored and mentored experience is currently on hold while it is revised to tailor its experiential learning offerings to students. Host organizations provide environments where bright, driven students engage in meaningful work experiences while the organization advances its social and sustainability projects and objectives. Over the past eight years, the IIP has supported 70 internships with 40 organizations primarily based in Montreal. IIP placements have ranged from industry internships to those in organizations such as Impact Hub Montreal and the Donald Berman Up House.

The McGill Dobson Centre for Entrepreneurship

The McGill Dobson Centre for Entrepreneurship is the hub of entrepreneurial activity at McGill. Its mission is to teach, coach, and support McGill entrepreneurs as they seek to build innovative companies with a purpose. The Centre supports a growing number of cross-disciplinary startups that originate in all 11 of McGill's faculties and it boasts a community of over 450 active startups that operate in over 35 countries, generating more than 6,000 new jobs. More than 40 per cent of Dobson startups are co-founded by women and the Centre engages with 24 partner universities around the world. Together, these startups have raised over \$1 billion in seed funding (as of Dec. 2020). Through its comprehensive programming, the Centre accompanies McGill startups throughout the entire entrepreneurship journey—from the initial ideation stage to validation, launch and acceleration, and to its initial public offering (IPO).

Lean Startup

The learning path begins with Lean Startup, an eye-opening program designed to initiate early-stage startups and aspiring entrepreneurs into the exciting world of entrepreneurship.

During this eight-week Fall semester program, participants work on moving from the idea stage to developing a viable startup concept. Through exposure to business frameworks and tools to diagnose ideas, they have the opportunity to test the feasibility of their concept and generate challenging yet feasible goals for their startup. As a result, they acquire the confidence and the clarity to pursue the next steps in building the foundations of a successful startup.

Health Sciences Lean Startup and Neuroscience Lean Startup

In 2021 the Dobson Centre launched two new programs to support McGill innovation in the areas of medicine and health sciences, and neuroscience. Both specifically tailored programs aim to help take scientific innovation from the idea stage to developing and launching a viable startup. They take into consideration the unique challenges and opportunities presented within those fields such as managing IP and understanding the regulatory environment. Through these new initiatives, we expect to support a considerable number of startups in the coming year that are working on sustainable innovations to improve health and

quality of life, increase access to patient-centered healthcare, and prevent and cure diseases.

Dobson Bootcamp

Dobson Bootcamp, the Centre's most widely attended program, provides McGill-affiliated startups with an array of foundational workshops and learning resources designed to better understand the pillars of business. From targeted workshops covering topics such as value creation, market research, financial basics, and storytelling to pitching practice sessions and one-on-one coaching opportunities, Dobson Bootcamp aims to ignite and cultivate an entrepreneurial mindset.

The Dobson Cup Competition

Dobson Bootcamp culminates in the Dobson Cup Competition. Each spring, participating startups compete for over \$200,000 in prize money across four categories. In 2021, two new streams were created to further promote sustainable innovation—Social Impact Enterprise and Environmental Enterprise—in addition to the already established streams of Innovation and Technology Driven Enterprise and Health Sciences Enterprise.

As the COVID-19 pandemic disrupted many lives and business models in 2020 and 2021, the teams had to learn to build their businesses while self-isolating, often in different time zones. They had to showcase creativity in problem-solving, and in resilience and ingenuity, which made selecting the winners even more challenging. During the first fully online Dobson Cup in 2021, the 26 finalist teams came from eight McGill faculties and ten countries. First-place enterprises included Healthybud, a pet wellness company; Algi, a company focused on spirulina algae products; Rydesafely, a platform that validates the safety of autonomous vehicles; and Gualtieri Inventions, which alleviates discomfort while traveling for people with disabilities. In addition to these first-place prizes, several teams received recognition for their sustainability-focused solutions with prizes such as the Mastercard Foundation Startup Awards, the Murdoch Family Initiative Award, and the Avmor Prize for Social Responsibility. Those winners included Keen To Help, a social network that enables volunteerism; My Place du Marché, a digital marketplace that promotes food security; Food Bundles, a digital platform for smallholder farmers in Rwanda; and Nurture Posterity International Ltd., which works to foster optimal feeding programs and nutrition-sensitive agricultural programs in African communities.

The X-1 Accelerator

Several standout teams from the Dobson Bootcamp and Cup that demonstrated early signs of progress are selected to participate in the X-1 Accelerator, an intensive ten-week online summer program designed to help accelerate early-traction McGill startups toward investment readiness and launch. Several teams dedicated to sustainability participated in the 2021 cohort including Dobson Cup winners Healthybud and Gualtieri Inventions. Other startups included Nurau, whose services aim to prevent mental health issues in the workplace; Precare, a digital patient-education platform for healthcare institutions; Fellow, sustainable transformation for the storage industry; Journey of Surgery, an information platform and communication conduit that saves time and improves patient outcomes; Remote Optical, which provides ophthalmological care for patients in remote communities; and Novagrow, an indoor gardening solution.

The International Startup Tour

Upon completion of the X-1 Accelerator, Dobson's most promising startups are showcased internationally. The goal of the International Startup Tour is to promote entrepreneurial innovation stemming from all faculties at McGill while creating opportunities for startup founders regarding fundraising and new business partnerships on an international scale.

With the support of the Ministère de l'Économie et de l'Innovation du Québec, the Dobson Centre for Entrepreneurship launched its first virtual International Startup Tour in 2021. Encompassing 17 cities, programming consisted of three separate virtual events centered around the east and west coasts of North America, and Europe. In each location, our startups presented their innovative solutions, followed by a question-and-answer period led by top-caliber industry experts. The events yielded an unprecedented level of interest, resulting in over 207 investor meetings and 93 follow-ups.

Several of the startups on the tour focused on sustainability issues: Hydrolux, a green hydrogen solution for warehouses; Interius Farms, indoor growers of green produce; Off The Grid, which developed a spinning bike that injects electricity into the grid; Turbodega, a solution that supports family-operated bodegas in Latin America; and Vertite, a tech-enabled urban farm that grows pesticide-free strawberries year-round.

Dobson Mentorship Circle

Also launched in 2021, the Dobson Mentorship Circle is a new program supporting startup founders who have graduated from our entrepreneurship programs and are looking to receive mentorship as they navigate the challenges and opportunities of growing their business.

Our distinguished group of prominent business leaders—each with twenty or more years of experience and expertise in startups, business innovation, and leadership—provide a source of inspiration, a listening ear, and new perspectives to broaden the horizons of fledgling Dobson founders. Whatever the need—pivoting the business, fundraising, growing markets, or initial public offering (IPO), experts are enthusiastic about helping grow ideas to the next stage.

2021 IPOs

Dobson was proud to have two of its startups go public this year: Sonder, and Taiga Motors, whose sustainable electric snowmobiles and watercraft are disrupting the recreational vehicle industry.

As a result of the numerous accomplishments of the McGill Dobson Centre for Entrepreneurship, the Centre was recognized as one of the Top 20 University Business Incubators by the UBI Global World Rankings of Business Incubators and Accelerators. In addition, PitchBook University Rankings named the Dobson Centre second in Canada for undergraduate programs for entrepreneurs—and first in Canada for developing successful female entrepreneurs.

Principle 4: *Research*

We engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental, and economic value.

Desautels is the home of some of the most respected management scholars; for example, Henry Mintzberg is widely considered one of the most influential management thinkers in the world. To measure and improve sustainability literacy worldwide, Professor Mintzberg has also worked in collaboration with UN PRME and KEDGE Business School to launch the Sustainability Literacy Test (Sulitest) and, in particular, the Rebalancing Society module. Desautels prides itself on being a research-intensive management faculty that brings together scholars with a broad range of expertise, including mathematics, economics, psychology, sociology, and technology. Together, they address issues of great importance, not only to the business community but also to society.

Faculty Research in Corporate Social Responsibility and Sustainable Development

Desautels is exceptionally proud of the achievements of our faculty members in research and teaching. Our goal is to continue supporting the faculty's research efforts at the highest levels, linking research with real-world issues affecting value creation, societal impact, and all pillars of sustainability. The following are a few examples of sustainability-related faculty research that were published during the reporting period.

- Betermier, S.,** Byrne, N., Fontaine, J.-S., Ford, H., Ho, J., & Mitchell, C. (2021). Reaching for yield or resiliency? Explaining the shift in Canadian pension plan portfolios. *Staff Analytical Note, Bank of Canada*.
- Cohen, M.,** Fiszer, M. D., Ratzon, A., & Sasson, R. (forthcoming). Incentivizing commuters to carpool: A large field experiment with Waze. *Manufacturing & Service Operations Management*.
- ElHaffar, G., Durif, F., & **Dubé, L.** (2020). Towards closing the attitude-intention-behavior gap in green consumption: A narrative review of the literature and an overview of future research directions. *Journal of Cleaner Production*, 275: 122556.
- Dubé, L.,** McRae, C., Wu, Y. H., Ghosh, S., Allen, S., Ross, D., **Ray, S.,** ... & Moore, S. (2020). Impact of the eKutir ICT-enabled social enterprise and its distributed micro-entrepreneur strategy on fruit and vegetable consumption: a quasi-experimental study in rural and urban communities in Odisha, India. *Food Policy*, 90: 101787.
- Etzion, D.** (2020). Corporate engagement with the natural environment. *Nature Ecology & Evolution*, 4: 493.
- Etzion, D.,** Kypraios, E., & Forgues, B. (2019). Employing finance in pursuit of the sustainable development goals: The promise and perils of catastrophe bonds. *Academy of Management Discoveries*, 5: 530-554.
- Rembrand, K., Samila, S., & **Ferguson, J.-P.** (2021). Who do we invent for? Patents by women focus more on women's health, but few women get to invent. *Science*, 372: 1345-1348.
- Gopalakrishnan, S.,** Granot, D., Granot, F., Sošić, G., & Cui, H. (2021). Incentives and emission responsibility allocation in supply chains. *Management Science*, 67: 4172-4190.
- Gopalakrishnan, S.,** Granot, D., & Granot, F. (forthcoming). Consistent allocation of emission responsibility in fossil fuel supply chains. *Management Science*.

- Cha, S. E., Kim, S. S., **Hewlin, P. F.**, & DeRue, D. S. (2020). Turning a blind or critical eye to leader value breaches: The role of value congruence in employee perceptions of leader integrity. *Journal of Leadership & Organizational Studies*, 27: 286-306.
- Joshi, P.** (2020). Does private country-by-country reporting deter tax avoidance and income shifting? Evidence from BEPS Action Item 13. *Journal of Accounting Research*, 58: 333-381.
- Kim, S. & **Kim, A.** (forthcoming) Going viral or growing like an oak tree? Towards sustainable local development through entrepreneurship. *Academy of Management Journal*.
- Cho, C. H., **Kim, A.**, Rodrigue, M., & Schneider, T. (2020) Towards a better understanding of sustainability accounting and management research and teaching in North America: a look at the community. *Sustainability Accounting, Management and Policy Journal*. 11: 985–1007.
- Vedel, I., Ramaprasad, J., & **Lapointe, L.** (2020). Social media strategies for health promotion by nonprofit organizations: Multiple case study design. *Journal of Medical Internet Research*, 22(4): e15586.
- Lee, D.** (2020). Corporate social responsibility of U.S.-listed firms headquartered in tax havens. *Strategic Management Journal*, 41: 1547-1571.
- Obukhova, E.**, & Kleinbaum, A.M. (forthcoming). Scouting and schmoozing: A gender difference in networking during job search. *Academy of Management Discoveries*.
- Delgado, N., & **Perez-Aleman, P.** (2021). Inclusion in global environmental governance: Sustained access, engagement and influence in decisive spaces. *Sustainability*, 13(18): 10052.
- He, L., Ma, G., **Qi, W.**, & Wang, X. (2021). Charging an electric vehicle-sharing fleet. *Manufacturing & Service Operations Management*, 23: 471-487.
- Wang, Y., Tian, H., **Sarigöllü, E.**, & Xu, W. (2020). Nostalgia prompts sustainable product disposal. *Journal of Consumer Behaviour*, 19: 570-580.
- Jola-Sanchez, A. F., & **Serpa, J.C.** (forthcoming). Inventory in times of war. *Management Science*.
- Vaast, E.** (2020). A seat at the table and a room of their own: Interconnected processes of social media use at the intersection of gender and occupation. *Organization Studies*, 41: 1673-1695.

Research Grant Recipients

The following are some of the grants that were awarded to early-stage, sustainability-focused research during the reporting period:

- Lindsay Holmgren** (Principal Investigator): “Confronting Finitude: Socioeconomic Implications of COVID-19 and Climate Change on University Students and Recent Graduates in Canada,” *2021 SSHRC Insight Grant*.
- Emmanuelle Vaast** (Principal Investigator), **Alain Pinsonneault** (Co-applicant): “Illuminating Social Diversity in Artificial Intelligence Expertise,” *2021 SSHRC Insight Grant*.
- Paola Perez-Aleman** (Principal Investigator), “Sustainability of Developing Countries’ Small and Medium Enterprises in Agricultural Global Value Chains Affected by COVID-19,” *2021 SSHRC Partnership Engage Grant*.
- Dror Etzion**, (Principal Investigator), **Animesh Animesh** (Co-applicant), and **Christopher Luederitz** (Co-applicant): “PIVOT: Mobilizing online platforms to promote climate action in Canadian Small- and Medium-Size Enterprises (SMEs),” *2021 SSHRC Partnership Development Grant*.
- John-Paul Ferguson** (Principal Investigator), Victor Bennett, Adam J. Cobb, Rembrand Koning, Sampsa Samila, and Kaisa Snellman: “Racial Employment Segregation and the Boundary of the Firm,” *2020 SSHRC Insight Grant*.
- Wei Qi** (Principal Investigator), **Michelle Lu** (Co-applicant), and Minkyung Kim (Collaborator): “Tackling Inequality in Urban On-demand Bikeshare Services,” *2020 SSHRC Insight Development Grant*.
- Wendy Cukier (Principal Investigator), **Patricia Hewlin** (Co-Applicant) and colleagues: “Inclusive Innovation and Entrepreneurship Network,” *2020 SSHRC Partnership Grant*.
- Saibal Ray** (Principal Investigator), **Maxime Cohen** (Co-applicant), James Clark, and Ajung Moon: “Retail Innovation Lab: Data Science for Socially Responsible Food Choices,” *2020 IVADO Fundamental Research Grant*.

Research Centres and Institutions

McGill Centre for the Convergence of Health and Economics (MCCHE)

The MCCHE is a world leader in promoting the development of a novel, integrative approach to science, policy, and innovation for solutions to complex nutrition and health challenges. These challenges include the persistent problem of hunger and under-nutrition, and the growing worldwide epidemics of obesity, diabetes, and other non-communicable diseases.

The MCCHE seeks to fundamentally transform individual and community diets, lifestyles, markets, and health systems through better health and economic convergence. In initiating and developing this approach, referred to as Convergent Innovation (CI), the MCCHE has created a platform that enables complex collaboration in science and across sectors. This collaboration is already leading to transformative, action-oriented innovation that can effect positive change where it is most needed to improve global health.

Members collaborate in areas of mutual interest through joint grant applications, sponsored research, and co-supervision of graduate students through interdisciplinary research, knowledge dissemination and outreach.

Queen Elizabeth Scholars (QES)

The Queen Elizabeth Scholars (QES) program funds LINKIN-Ghana, a McGill University-University of Ghana program to strengthen the capacity of researchers who work with farmers, entrepreneurs, community leaders, and local institutions to develop solutions for agriculture-based issues and food and nutrition security. In particular, QES seeks to improve the lives of adolescent girls and women farmers in rural Ghana by increasing knowledge and skills, and improving access to services and markets.

Marcel Desautels Institute for Integrated Management (MDIIM)

The Marcel Desautels Institute for Integrated Management (MDIIM) champions an integrated management approach that includes cross-disciplinary programs and the linking of teaching, research, and practice.

The Institute supports cross-disciplinary teaching and leverages faculty research in innovative integrated research, teaching, and outreach activities. It also encourages the understanding that value includes social and ecological concerns beyond economic considerations. Consequently, the MDIIM fosters an integrated approach to management education that inspires young leaders to think innovatively and make informed, responsible decisions.

The Institute also provides the opportunity for students to concurrently pursue experiential learning through the Impact Internship Program and the Integrated Management Student Fellowship, and contributes to *Delve*, the Desautels Faculty of Management's thought leadership platform.

Student Research

BCom and graduate students pursue research on sustainability and responsible management topics as part of their academic studies. Many programs include research or independent study courses that enable students to delve into a research topic over one semester. The Integrated Management Fellows Program provides undergraduates with further research experience and mentorship on faculty-led projects. Graduate students are eligible for travel bursaries to participate in academic conferences. Examples of sustainability-focused thesis topics include bioplastics policy, sustainable innovation, middle manager cognition and socio-environmental performance, and development of sustainable and inclusive markets.

The Manulife Prize for the Promotion of Active Health

The Manulife Prize for the Promotion of Active Health, valued at \$50,000, was established to recognize researchers whose work has advanced the understanding of how physical activity, nutrition or psychosocial factors influence personal health and well-being.

In 2019, in association with Manulife and the MCCHE, McGill awarded the Manulife Prize for the Promotion of Active Health to Dr. Kerry S. Courneya, professor and Canada Research Chair in Physical Activity and Cancer at the University of Alberta. Dr. Courneya demonstrated that physical activity is a safe and effective method for cancer patients to improve fitness and quality of life and to reduce symptoms, both during and after treatments.

Principle 5: *Partnership*

We interact with business leaders to extend our knowledge of their challenges in meeting social and environmental responsibilities and to jointly explore effective approaches to meeting these challenges.

Desautels continues to engage in deliberate outreach and co-creation activities that aim to raise awareness and inspire positive social, economic, and environmental action across all levels of the Faculty. Through its various centres, institutes, student services and partnerships with the corporate community, Desautels has built significant local and global connections. The Faculty's long-standing relationships with top global executives and employers, in addition to global and local social enterprises, provide students with in-class learning opportunities and practical experience. Desautels professors serve on the Board of Trade as well as on health sector, real estate, and accounting boards; they also serve on advisory groups and boards of social sector organizations. In this reporting period, we are excited to highlight some of the student-led partnership events as well as recent partnerships that aim to pave the way for financial literacy in Canada and innovation in retail.

Conflict Analytics Lab

Desautels and the Queen's University Faculty of Law have partnered to advance the work of the Conflict Analytics Lab, a research lab that brings together more than 30 lawyers, technology experts, and the business community to provide both citizens and businesses with the tools needed to resolve small cases in a fair way. Combining data science and social justice, the Conflict Analytics Lab's goal is to increase access to justice using technology.

Retail Innovation Lab

In 2020, the partnership between McGill Desautels and a major retailer based in Quebec unveiled its new retail innovation lab—a 2,300 square-foot space where students, researchers, and industry partners will explore diverse aspects of a retail operation including consumer behaviour, customer segmentation, data analysis, engagement, and sustainability. As one of the first frictionless stores in Canada, it will enable ground-breaking research and test innovations. This bold vision blends multidisciplinary research with cutting-edge frictionless technologies to investigate and practice responsible innovation for the future of retail.









Located on the ground floor of the Bronfman Building, the retail innovation lab will offer omni-channel retail activities in a live and open setting to serve the McGill and downtown communities. It will foster collaboration between interdisciplinary and inter-faculty academics and key players in retail, emerging technologies, and startups. The retail lab has recently announced an internal call to McGill faculty researchers for research proposals and identified sustainable supply chains as one of the planned research focus areas.



McGill Personal Finance Essentials

In collaboration with RBC Future Launch and *The Globe and Mail*, McGill Desautels launched a free online personal finance course aimed at creating equal access to financial literacy for all Canadians. From budgeting to borrowing, real estate and beyond, the McGill Personal Finance Essentials' eight modules are taught by Desautels professors and are available in both English and French. Launched in November 2019, the course has already reached over 200,000 registrants and represents a groundbreaking way of democratizing education. Offering seasonal sessions, the two-and-a-half-month course continues to attract people nationwide, making McGill accessible to everyone.



 <p>MODULE 1</p> <p>Introduction to Personal Finance</p> <p>OVERVIEW</p>	 <p>MODULE 2</p> <p>Budgeting and Saving</p> <p>OVERVIEW</p>	 <p>MODULE 3</p> <p>Your Money: Today and Tomorrow</p> <p>OVERVIEW</p>	 <p>MODULE 4</p> <p>Understanding Debt and Borrowing</p> <p>OVERVIEW</p>
 <p>MODULE 5</p> <p>The Art of Investing 1</p> <p>OVERVIEW</p>	 <p>MODULE 6</p> <p>The Art of Investing 2</p> <p>OVERVIEW</p>	 <p>MODULE 7</p> <p>The Realities of Real Estate</p> <p>OVERVIEW</p>	 <p>MODULE 8</p> <p>Behavioural Finance</p> <p>OVERVIEW</p>

Student-Led Partnerships

Montreal Youth Summit on Sustainable Business

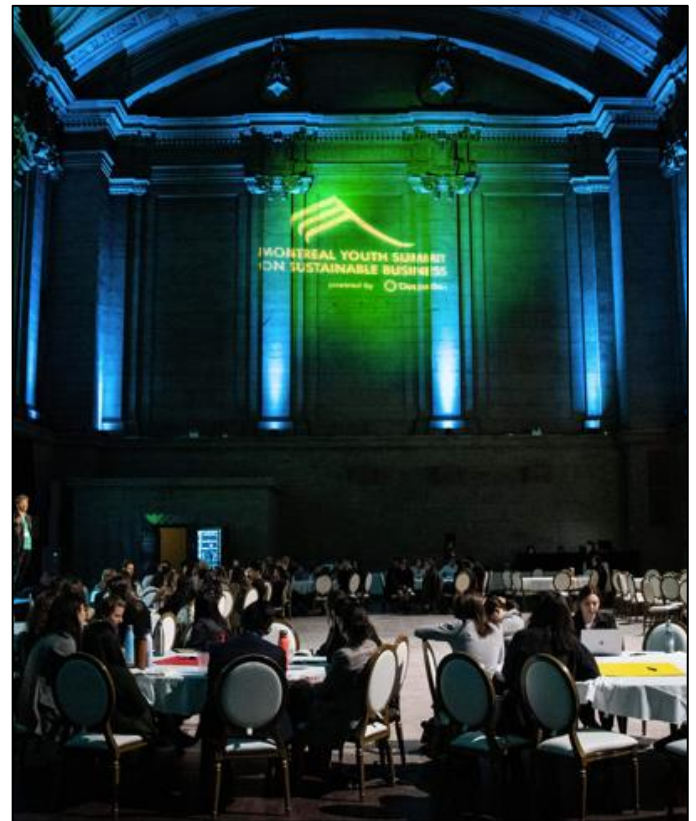
The first Montreal Youth Summit on Sustainable Business took place over two days in late January 2020. Gathering over 45 speakers and 500 participants from across Montreal, three university organizations (Desautels Sustainability Network, John Molson Sustainable Enterprise Committee, and HEC Montreal's Groupe HumaniTerre) aimed to foster a more collaborative and connected sustainability ecosystem for students. Over the course of the event, participants engaged in hands-on workshops, learned from industry leaders in the public, private and plural sectors, and were introduced to future sustainability careers. The summit also leveraged the Hantho Family Fund for Business Sustainability and Environmental Management, which was created in 2007 by Mark Hantho (BCom'81) and his wife, Monica (B.Ed.'81), to encourage hands-on learning.

Canadian Business Youth Council for Sustainable Development

The Canadian Business Youth Council for Sustainable Development was founded by Maxim Lakat, the former president (2018-21) of the Desautels Sustainability Network (DSN), to connect Canada's business student organizations most actively engaged in sustainability. In November 2020, the Business Youth Council launched Canada's largest youth movement to change the way society conducts and educates about business.

DSN members, in collaboration with 65 other youth organizations, have created a manifesto entitled "Our Future, Our Business." Composed of 20 statements that discuss today's most important topics in sustainable business, the Manifesto also advocates for solutions such as sustainable supply chain management and a shift from short-term metrics to long-term prosperity for all.

While many business and management schools have been innovating, sustainability is still far from being integrated into their curriculums. To instill further awareness within institutions, a two-page letter summarizing the goals of the Business Youth Council was sent to various deans and professors at 90 different Canadian business schools. With public support from 100 civil society organizations, 130 of Canada's most influential executive leaders in sustainability, and nearly 1,500 students and alumni, the two-page letter aims to transform business education and inspire students to unite and contribute to the sustainability movement.



PRME Global Students (PGS)

Stemming from the awareness that business schools continue to provide the same education that accelerated climate change in the first place, students around the world are demanding structural changes to their education. PRME Global Students (PGS) is a student-run movement that aims to empower students who are dedicated to sustainability and to bolster them on their journey toward improving the role of business in society. By connecting student leaders and organizations, and getting them involved in both PRME's regional and global working groups, PGS will help business schools harness their students' energy and creativity and increase their local and global networks. At Desautels, we are proud of our students and recent grads who have paved the way, as PGS regional leaders and as members of the PGS board. The Canadian Business Youth Council for Sustainable Development was instrumental in the creation of PGS, and the Executive Director of the Business Youth Council (also the former president of the Desautels Sustainability Network) sits on the PGS board.

Principle 6: *Dialogue*

We facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations, and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Throughout the academic year, McGill Desautels looks forward to hosting a variety of panels, conferences, symposiums, hackathons, and live cases that encourage dialogue among students, faculty, and management practitioners on critical issues related to global social responsibility and sustainability. These engagements occur through student clubs, faculty research projects, research centres, and dedicated series such as the Integrated Management Symposium Series. Recent additions to Desautels' dialogue landscape include *Delve*, a novel way of making academic research accessible for everyone, and the new student-led case competition, BRIDGE Sustainability Case Competition.



Integrated Management Symposium Series

The Integrated Management Symposium Series invites members of the McGill and Montreal communities to explore management questions and topics through intimate conversations between McGill academics and world leaders in their fields. The series encourages participants to broaden their perspectives in addressing the significant ecological, social, and economic challenges facing today's societies. Topics in 2019 included transitioning from traditional to sustainable investments, a perspective from the World Bank on global growth challenges and opportunities, lifelong wellness, and how businesses and governments can tackle climate change.

McGill Not-For-Profit Consulting

McGill Not-For-Profit Consulting began with the idea that students should have the opportunity to apply lessons from the classroom to the real world while giving back to the Montreal community. Supported by two leading global consulting firms, the program provides opportunities for committed students to gain real-world consulting experience in supportive environments. The program aims to make a positive impact in the community by matching McGill students with critical social and environmental causes and the organizations devoted to them, including Women Aware and Eco-Neighborhoods Grouping.

Case Competitions

Desautels students compete in and organize case competitions throughout the year, many of which involve problem solving around sustainability challenges. Coached by Desautels faculty and staff, students also receive financial support from donors and the Office of the Dean of Management.

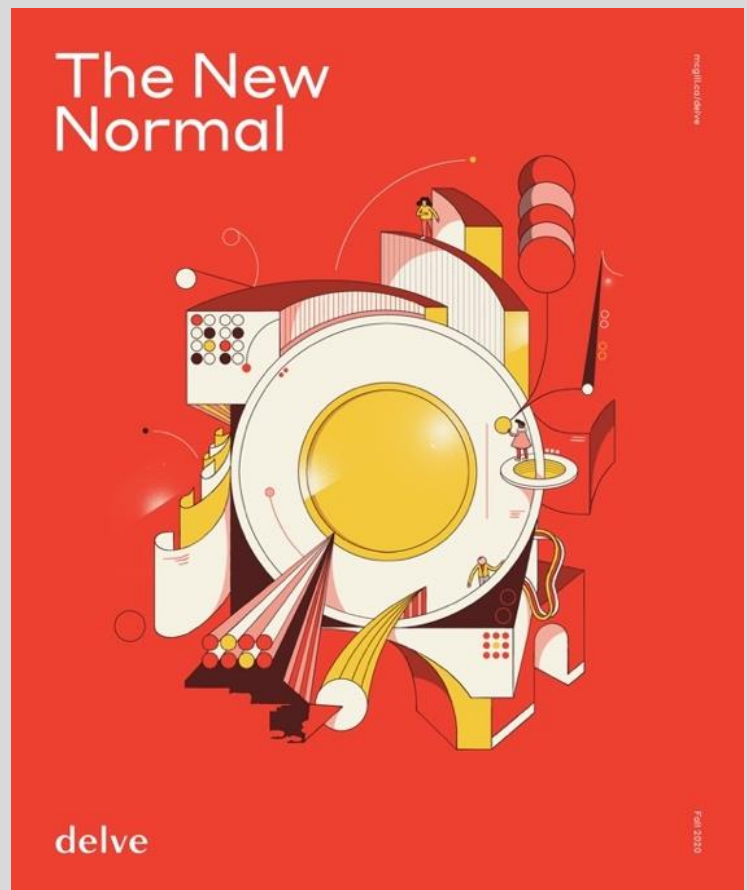
McGill International Portfolio Challenge (MIPC)

Now in its fourth year, MIPC is the world's largest buy-side finance competition organized by BCom students; they are supported by Sebastien Betermier, Professor of Finance. Coinciding with the rise of responsible and impact investing, the 2019 case theme required that students devise a plan to transition to sustainable investing, which pushed students to search for solutions that provide lucrative returns, show consideration for all stakeholders, and emphasize long-term environmental sustainability. Not only were students able to learn about new and relevant issues, but the case competition also proved to be beneficial to experts who were exposed to innovative yet realistic ideas. In 2020, the case theme concerned investments in a fictitious sovereign wealth fund made in a manner that addressed social inequalities and protectionism in the wake of Brexit, which attracted 93 teams from 18 countries around the world.

Delve

Launched in September 2019, *Delve* takes some of the most consequential economic, social, and ecological faculty research topics and translates them into insights for management practitioners as well as the public. As the responsibilities of knowledge-generating institutions such as universities continue to mount, so, too, does their responsibility to convey research findings to a general audience and to engage with societal challenges.

Leveraging the rising popularity of podcasts, captivating videos and accessible articles, *Delve* stretches perspectives, sparks new ideas, and inspires conversations and decision making across all sectors. Professor Saku Mantere, Academic Director, Marcel Desautels Institute for Integrated Management (MDIIM), provides academic oversight and governance as the inaugural Editor-in-Chief. Since 2020, *Delve* has tackled management issues—intensified by the COVID-19 pandemic—in an annual magazine publication and with the ongoing, 14-episode podcast series “New Normal.” The inaugural *Delve* magazine received the 2021 Applied Arts Design Award in the Editorial-Entire Publication Design category. Most recently, *Delve* leveraged its online presence and, in 2021, received the Best UX, Best UI, and Best Innovation awards for its website (<https://delve.mcgill.ca/>) from the prestigious CSS Design Awards community.



BRIDGE Case Competition

BRIDGE is an interdisciplinary case competition that aims to overcome the boundaries between the fields of engineering and business. The competition was founded in 2019 by ambitious students from the Desautels Sustainability Network and Sustainability in Engineering at McGill (SEAM). They recognized that the majority of today's sustainability challenges required novel solutions and interdisciplinary cooperation. The annual event encourages students to cultivate their creative and analytical skills by applying knowledge gained from one discipline to a different field. In teams of four to five, students tackle society's most pressing challenges by cracking a sustainability case that relates to both engineering and business. In its second year, BRIDGE grew over 300 per cent; 150 students from 13 universities across Canada tackled the subject of clean energy in off-grid Indigenous communities.

Reconciliation and Decolonizing Business Workshop

In February 2021, Desautels Sustainability Network (DSN) led this interactive workshop that explored the topics of decolonization, reconciliation, and the power of Indigenous knowledge in today's business world, from the perspective of an Indigenous entrepreneur and youth business leader. Jonathon Araujo Redbird, a band member of the Saugeen Ojibway Nation with ancestry from Wikwemikong Unceded Territory, has visited over 250 Indigenous communities across Mother Earth learning and teaching along his journey. During the event, Jonathon shared insights into the key themes of the Indigenous economy—creativity, romance, and sustainability—and guided students through actions that can be taken toward reconciliation.

Clean Growth vs. Degrowth: A Sustainability Debate

An event jointly organized by DSN, Research and Sustainability Network, and Expanding Economics, this interdisciplinary debate focused on the intersection of economic growth and sustainability. Two forward-thinking researchers—the clean growth research director at the Canadian Institute for Climate Choices and a historian—debated issues surrounding clean growth and degrowth, and explored their implications regarding sustainability and social justice.

Sustainable Finance Workshop

For the past three years, DSN has been hosting an interactive and immersive annual event that provides the opportunity for students to learn more about responsible investment and impact investing. Experts from the sustainable finance industry are invited to conduct back-to-back workshops, giving students the opportunity to familiarize themselves with real-life applications for investment strategies.

DSN's Alumni Networking Event

This networking event offered students interested in pursuing a career in sustainability an opportunity to connect and chat with DSN's active alumni. Alumni from different fields and sectors including public policy, sustainable finance, corporate sustainability strategy, and social impact consulting attended the event to answer questions and to share their experiences, insights, and knowledge related to integrating sustainability into their own careers.

2019-21 *Reporting-Period Progress* and Future Objectives

2019 Objectives

Evidence of Progress

Principle 1: *Purpose*

We will include students in course and curriculum redesign as a means of harnessing their insights, perspectives, and person power to advise on education and co-curricular activities related to sustainability.

In the Fall 2020 semester, Desautels offered its first course on sustainable finance (FINE 434), which was created in collaboration with the student organization Desautels Sustainability Network (DSN).

Between 2019 and 2021, the BCom Managing for Sustainability (Major and Concentration) programs were redesigned, involving extensive student consultation and the participation of DSN's academic team.

Undergraduate and graduate student representatives participated in the Vision 2025 Strategic Plan—Champion Sustainability Working Group.

We will continue to support and partner with students on initiatives that raise awareness, deepen expertise, and encourage the pursuit of sustainability-engaged practices and careers.

The Canadian Business Youth Council for Sustainable Business, a DSN co-created initiative, was supported by Desautels professors and administration.

PennyDrops launched PennyDrops Anywhere, its new, fully online financial literacy learning platform, allowing high school students to learn key financial skills and concepts by working through interactive activities at their own pace.

Two MBA student groups took first place at the 2019 Net Impact Sustainability Challenge and at the 2020 Net Impact Case Competition.

We will support and encourage Desautels faculty and staff participation in student-led initiatives such as the Desautels Business Sustainability Conference, sustainability awareness-building activities including bootcamps, and problem-solving endeavors such as case competitions and hackathons.

DSN's 2020 Montreal Youth Summit on Sustainable Business included faculty speakers.

Desautels faculty and staff members participated in the DSN's 2020 event, Integrating Sustainability: Study Programs and Career Paths, to introduce the Managing for Sustainability (Major and Concentration) programs and to provide information about careers in sustainability.

Principle 2: Values

As part of the McGill Bicentennial and BCom 100 fundraising plans, launched in September 2019, Desautels is committed to seeking new funds from donors for need-based bursaries, in addition to performance-based scholarships and awards, to further improve the accessibility of our programs and to reward excellence.

Established in 2020 by Anil Gondi (BCom 1998), the Anil Gondi Community Impact Award scholarship is awarded to BCom students who demonstrate a commitment to the community and have made a positive impact.

Established in 2021 by the Haye family, the Devon Anthony Haye Social Impact Scholarship is awarded to BCom students who have created social good for the community and have demonstrated leadership within a peer group.

The Philip Earle Jenkins MBA Leadership & Diversity Award was created to increase access to high-quality education and open pathways for visible minorities. Award recipients have reported its significance in allowing them to attend Desautels and its positive impact in fighting racial discrimination. A recent recipient was also selected by Poets & Quants as a 2020 MBA to watch.

The new K. Chapman and Family Leadership Award was secured for the launch of the MMR program and will be given to an outstanding student who has demonstrated an exemplary commitment in the area of environmental sustainability, starting Fall 2021.

The professional service network and accounting firm KPMG funds the new KPMG Equity, Diversity, and Inclusion (EDI) Leadership Award, which will provide \$500,000 to students pursuing a MMR, MMF, or MMA degree over the next five years.

We are committed to further exploring ways to integrate sustainability education into the BCom, MBA, and specialized masters programs, in both specialized courses and core classes that all students must complete prior to graduation.

Recently, the MBA program at Desautels was redesigned to include sustainability-focused components in the curriculums of all core courses. The revised courses include: *MGCR 640 Accounting and Financial Reporting*, *MGCR 620 Information Systems*, *MGCR 639 Managing Organizational Behaviour*, *MGCR 622 Organizational Strategy*, and *BUSA 695 Real-Time Decisions*.

During the reporting period, the Integrated Management Student Fellowship (IMSF) program was scaled to provide six credits that can be allocated to BCom degrees; it was also improved by including a course and impact project components based on the UN's SDGs.

We will conduct a program review of the MSUS Major for ease of completion and update course offerings to more fully address industry needs while drawing upon student interests and faculty expertise.

Between 2019 and 2021, the Managing for Sustainability (MSUS) Major and Concentration programs were redesigned to strengthen the curriculum (e.g., *MSUS 402 Systems Thinking and Sustainability*, additional experiential learning opportunities) and to provide more flexibility in order to attract and retain more students to this unique sustainability program. The revised programs reflect the current and future issues that dominate our understanding of sustainability and will prepare students for careers in management that are driven by pressing issues concerning climate, development, and sustainability.

The Bensadoun School of Retail Management is seeking government approval for a new, specialized Masters in Management Retailing (non-thesis). This program will provide students with the tools

The Master of Management in Retailing (MMR) was launched in Fall 2021. The 12- or 16-month program equips graduate students with the knowledge and skills to address topics such as sustainability, design thinking, and retail analytics, and to pioneer a new era of retail education and leadership.

necessary to respond to and thrive in the rapidly changing and increasingly complex global business environment. With an international scope, the program aims to integrate diverse disciplines and provide experiential learning opportunities to shape the future of the sector, while promoting sustainability and healthier societies.

RETL 617 Managing for Sustainability is one of the four required core courses of the program and, in addition, there are complementary courses and experiential learning components that address sustainability issues, for example *RETL 645 Food Retail*.

Principle 3: Method

McGill Desautels will enhance support for faculty members and students who create important learning, idea generation and exchange opportunities. This support will initially be in the form of communication and partnership management assistance, dedicated project manager assistance, and fundraising to ensure that every Desautels student and many others can participate in these enhanced learning opportunities.

As the recent global pandemic exposed vulnerabilities in healthcare systems, McGill launched a new Graduate Certificate in Healthcare Management (GCHM). The 15-credit program is a collaborative initiative between the Desautels Faculty of Management and the Faculty of Medicine and Health Sciences that is designed to equip healthcare professionals and physicians with leadership and decision-making skills.

To enrich each student's first-hand knowledge concerning the relationship between the environment and manufacturing, GMSCM students had a chance to tour the Hozon Auto company that produces electric cars and the Southern Cement Company Limited, which is ranked #2 in the production volume of cement in China.

MDIIM aims to scale the IMSF program to a for-credit experience for up to 100 BCom students per year in Fall 2020. MDIIM has received interest from other McGill Faculties and will continue to identify projects in other McGill Faculties (Medicine, Law, Arts, Science, Engineering, Education, Religious Studies, Music) to accommodate the increase in student fellows.

In Fall 2019, the Integrated Management Student Fellowship (IMSF) program attracted 12 students during the pilot credit-based program. In 2020, despite various challenges during the COVID-19 pandemic—and while pivoting to deliver the three components remotely, a second cohort of 27 students from the Management and Arts Faculties participated in the Fellowship program for course credit.

Renovations are currently underway for new research, teaching, and partnership-development spaces at the Dobson Center for Entrepreneurship and for a retail innovation lab run by the Bensadoun School of Retail Management. It is an ambitious objective to have these spaces ready for use in Fall 2020/Winter 2021.

The Bensadoun School of Retail Management (BSRM)'s Retail Innovation Lab opened its doors in January 2021 and is one of the first retail laboratory stores in Canada open to the public. Renovation of the Dobson Center for Entrepreneurship was delayed due to the COVID-19 pandemic. Dobson will partner with BSRM to offer programming related to the circular economy in retail and will host a challenge competition as part of that program.

Principle 4: Research

Desautels' research faculty continues to publish scholarly, sustainability- and values-based research in top-tier management journals.

Our faculty members have published numerous scholarly research articles regarding the integration of sustainability and management practices (e.g., 47 publications related to sustainable development during 2020). Examples include integrating sustainability into operations, finance, accounting, marketing, information systems, organizational behaviour, strategy, and entrepreneurship.

Desautels is committed to supporting interdisciplinary and sustainability-focused researchers throughout their careers.

Multiple research grants were awarded to faculty members to bolster their research on sustainability and social value creation. Current project topics include corporate social responsibility, smart cities, and sustainable consumption.

In Fall 2021, BSRM's Retail Innovation Lab launched an internal call to McGill faculty researchers for research proposals, identifying sustainable supply chains as one of the planned areas of focus.

Desautels will continue to seek donor gifts for faculty research scholarships and academic chairs.

In July 2021, Canada's Minister of Health and Minister of Innovation, Science and Industry announced an investment of \$4.95 million over six years for the Implementing Smart Cities Interventions to Build Healthy Cities (SMART) Training Platform, co-led by MCCHE's Chair and Scientific Director, Professor Laurette Dubé.

McGill will be a key player in the Montreal-based component of the SMART platform, which is data and technology focused and seeks to develop digital solutions to enhance food access, mobility, and health in the largest urban centre in Quebec.

The Bensadoun School of Retail Management (BSRM) will receive \$5 million in funding to drive retail innovation and research, and to support Quebec's small- and medium-sized enterprises (SMEs). This funding from the Quebec Ministry of Economy and Innovation was made in response to the pandemic to strengthen and revitalize SMEs, especially in terms of digital transformation. Retail management students will also be supported through student research stipends, internships, and other experiential learning opportunities.

Desautels will continue to actively recruit junior- and senior- level faculty members to grow its complement of tenured and tenure-track professors. Desautels aims to hire at least one more sustainability-focused scholar in the 2019-20 academic year through the Management for Sustainability recruitment in the Strategy and Organization Area.

In the 2019-20 academic year, Desautels hired two new faculty members in the area of sustainability research. Professor Robert Nason (Associate Professor, Strategy and Organization) works in the realms of social entrepreneurship and economic inequality. Professor Sanjith Gopalakrishnan (Assistant Professor, Operations Management) focuses on sustainable and socially responsible operations.

Desautels students will continue to have important research opportunities through coursework, thesis preparation, RAships, and experiences like the Integrated Management Fellowship Program. Long-term financial sustainability of the fellowship program is a priority for the Faculty and will be necessary as the program scales and stabilizes.

The Integrated Management Student Fellowship (IMSF) experiential learning program has continually increased its number of research topics and projects, and the number of student applications. In the upcoming Fall 2021 cohort, 48 students will work alongside 31 McGill faculty members from Management, Geography, Engineering, and Music. The previous model (where students received financial compensation for their participation) was abolished in 2020 and the new credit-based option is popular and financially self-sufficient.

Principle 5: Partnerships

As a strategic priority, Desautels aims to engage alumni in all corporate initiatives.

Alumni play an important role in providing feedback to the Faculty and supporting students. During the reporting period, there has been alumni involvement in various Desautels corporate initiatives including alumni investments in the student-led firm Desautels Capital Management (DCM). Desautels' International Advisory Board comprises 33 alumni who help link the Faculty to their global networks and bring industry expertise to classrooms.

We will consolidate and better communicate about experiential learning opportunities for students through an online hub managed by a project and outreach coordinator, who will be hired in Fall 2019. Pilot software is being developed to ease administration, and to track and invite more partnerships with practitioners and their organizations.

Due to the COVID-19 pandemic, the online hub has unfortunately been delayed. This initiative is set to get underway in 2022.

We will continue to grow mentorship and paid internship programs for students that are offered through Desautels Career Services and units such as the Marcel Desautels Institute for Integrated Management, which places students in paid summer internships in local social enterprises.

Students have exclusive access to job and internship postings through the Desautels Career Services BCom Career Portal and on the McGill-wide myFuture portal.

A new BCom career coach was hired in 2021, specifically to guide students through sustainability career development.

Three BCom students were accepted into the Women in Financial Markets Internship program in 2021 and each student earned an additional monetary scholarship.

DesautelsConnect, powered by Ten Thousand Coffees and RBC Future Launch, is an exclusive networking and mentoring platform for Desautels students, recent graduates, and alumni. With the goal of helping students build their networks, the platform matches people monthly—based on career goals and professional interests—to foster new relationships through casual conversation.

Principle 6: Dialogue

We will cultivate a following and increase the quantity and types of content featured on the new *Delve* thought-leadership platform. To do so, we will regularly feature content that shares insights and sparks ideas around sustainability and responsible management.

From 2019-2021, *Delve* has become a go-to platform for topics such as smart cities, equity, diversity and inclusion, global health, and healthy consumer behaviour. To make the content more accessible, viewers can choose from articles, videos, and podcasts to learn about pressing sustainability issues. In 2021, the *Delve* website won Best UX, Best UI, and Best Innovation awards from the prestigious platform, CSS Design Awards.

We will continue to support, enable, and participate in dialogue with leading management academics, practitioners, and partners across sectors.

With the support of the Ministère de l'Économie et de l'Innovation du Québec, the Dobson Centre for Entrepreneurship launched its first virtual International Startup Tour to inspire ideas including those focused on sustainability and social enterprises. Spanning 17 cities, the programming included three separate virtual events, resulting in over 207 investor meetings and 93 follow-ups.

PIVOT, a bilingual social platform created in partnership with the McGill Sustainability Systems Initiative and the National Film Board of Canada, produces digital stories about SMEs that are addressing the climate crisis in their daily operations to share experiences and practices with the greater business community.

Sustainability action, though robust at McGill, it still occurs at the individual or program level at Desautels. As part of our Faculty's strategic refreshing exercise, we will come together as a community of faculty members, students, staff, and leading practitioners to explore how sustainability teaching, research, outreach, and operations at Desautels could better occur at the Faculty level.

Vision 2025 Strategic Plan – Champion Sustainability Working Group was created in January 2020 for the Faculty's strategic refreshing exercise; it included faculty members, students, and staff. The group has evolved into the Desautels Sustainability Steering Group for ongoing discussion and coordination of sustainability teaching, research, outreach activities, and operations at the Faculty level.

The Desautels Equity, Diversity and Inclusion Working Group was established in August 2020 to lead and support initiatives aimed at creating an inclusive, welcoming and respectful culture within the Faculty. The Working Group is composed of students, professors, alumni, and administrative staff who bring a range of perspectives to help strengthen our community.

Future Objectives

Desautels commits to pursuing the following six goals in the next 24 months, each aligning with one of the six PRME principles.

1. Desautels will continue to support students in initiatives that raise awareness, deepen expertise, and encourage the pursuit of sustainability-engaged practices and careers. We will create an environment that fosters faculty and student collaboration for sustainability initiatives.

2. Desautels commits to working collaboratively with students, faculty, and staff to embed the values of social responsibility and sustainability into all our activities and practices, which include making further progress in equity, diversity, and inclusion (EDI) initiatives (e.g., embedding EDI in the curriculum; improving hiring practices for faculty and staff, and recruiting practices for students in all programs; delivering EDI-related training to faculty, staff, and students).

3. Desautels will continue to strengthen programs, courses, and experiential learning opportunities in the areas of sustainability and responsible management, including the Integrated Management Student Fellowship (IMSF) program and the social entrepreneurship initiatives of the Dobson Centre for Entrepreneurship. We will develop an IMSF alumni network, ensuring that the Fellowship experience continues after students leave McGill and creating a worldwide network of mentors and collaborators who work on issues related to sustainable development.

4. Desautels' faculty members will continue to engage in sustainability research and publish sustainability- and values-based research in top-tier management journals. Desautels will continue to make support available for researchers dedicated to sustainability-related issues.

5. Desautels is committed to further developing partnerships with organizations in the public, private, and plural sectors by leveraging the Faculty's alumni relations network and solidifying ongoing initiatives such as the DesautelsConnect platform and Desautels Career Services.

6. Desautels will seek opportunities to support, facilitate, and contribute to dialogue in collaboration with management scholars and industry leaders. As *Delve* grows, we aim to increase awareness around responsible management and managing for sustainability by bringing relevant topics to the forefront and increasing the number of people reading, watching, or listening to the content.

Contacts

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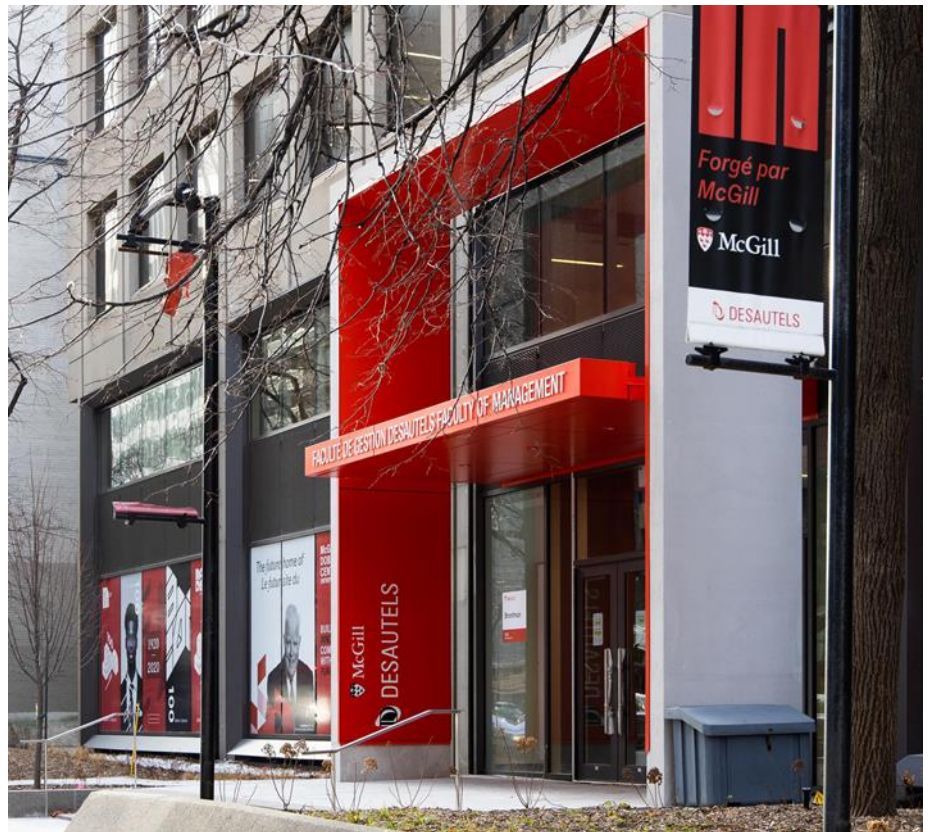
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McGill



DESAUTELS

Appendix.

Desautels Faculty of Management

Equity, Diversity, and Inclusion (EDI) Activity Tracker

31st March 2021

Action item	Lead	Progress-to-Date	Details
Student Experience			
<i>Teaching-Related Activities</i>			
Conducted survey of faculty about EDI in Teaching.	EDI Team / Angela Guadagno	Complete	
Held three teaching brownbags for faculty.	EDI Team/ Angela Guadagno	Complete	EDI and Teaching (Lisa Cohen, Angela Guadagno); Managing Micro-Agressions in the Classroom (Lisa Cohen, Angela Guadagno); Infusing EDI in Teaching (Michelle Lu, Daphne Demetry, Sebastien Betermier)
Recommended that all syllabi include an EDI statement.	Angela Guadagno	Complete	
Creating guidelines for admissions to special classes/experiences.	EDI Team	In-progress (Summer)	
Creating best-practices document for masters student admissions (gathered data on existing admissions practices used here and practices elsewhere).	Jordana Saada	In-progress (Summer)	
Creating guidelines for dealing with classroom controversies	EDI Team	In-progress (Summer)	

Other Events & Activities for Students			
Organized presentation for students on how to report EDI issues within McGill (and posted the recording on the EDI webpages).	Jordana Saada/ Kelly Cassidy	Complete	
Created KPMG Equity, Diversity, and Inclusion (EDI) Leadership Award as part of larger award.	Desautels UA Team/ Bensadoun School of Retail	Complete	
Held EDI events organized by students for students including conferences and workshops (see full list in column labelled "Detail").	Various student groups Ongoing		<p>Events Include:</p> <p>Bachelor of Commerce</p> <p>McGill DABI - Conference on Post-Disruption: An Era of Reconstruction</p> <p>Red Point Capital: Women in Alternative Assets</p> <p>Desautels Sustainability Network - Reconciliation and Decolonizing Business Workshop</p> <p>Desautels Women in Business - VIII Conference</p> <p>Women in Capital Markets - DWIB Speaker Series</p> <p>Master's Programs</p> <p>Desautels Business Challenge - Marketing+D&I case competition</p> <p>DGWA Negotiations Workshop</p> <p>DGWA and Desautels Business Tech Club - Bias and AI</p> <p>DGSS O-week Workshop(s) on EDI</p> <p>Social Impact in Business - Workshop with a social impact-driven company</p> <p>Addressing Unconscious Bias in the Workplace - Speaker event</p> <p>Insights from Industry - Social media series including inputs from professionals on EDI topics</p>

			<p>Workshop on LGBTQ+ Inclusion</p> <p>Investing with EDI Focus - Social impact investing panel</p> <p>Pride Celebration - Participation in the parade and an Oweek picnic</p>
Adding tags in MyFutures to identify opportunities targetted to Equity groups.	Desautels Career Services/EDI Team	In-progress (April)	

Action item	Lead	Progress-to-Date	Details
Research and Knowledge			
Laurent Piccard speaker, Renee Adams, Oxford, on Divergent women.	Francesca Carrieri / Desmond Tsang / Brian Rubineau	Complete	
Created a research tab on the EDI webpage that highlights some of the EDI related research that is being done at Desautels.	EDI Team / Communications Team		
Creating "tags" for EDI related research on webpage.	EDI Team / Communications Team/Uzma Majeed	Ongoing	
Published EDI related research: Multiple faculty members have published articles related to EDI issues in academic journals.	Multiple faculty members	Ongoing	<p>Multiple faculty members including:</p> <p>John Paul Ferguson, Kartik Ganju, Patricia Hewlin, Elena Obhukova, Emmanuelle Vaast</p>
Provided “thought leadership” on EDI-related issues by publishing and/or commenting in mass press, social media and podcasts.	Multiple faculty members	Ongoing	<p>Mutiple faculty members including:</p> <p>Patricia Hewlin, Warut Khern-am-nuai, Marie-Josée Lamothe, Karl Moore, Brian Rubineau</p>

Held research seminars related to EDI issues across areas.	Multiple faculty members	Ongoing	
Planning Desautels session on EDI in research.	Emma Vaast/EDI Team	In-progress (Summer)	
Plan to have members of Canada Chair selection committee attend training.	Emma Vaast/EDI Team	Ongoing	

Action item	Lead	Progress-to-Date	Details
Outreach			
Enhanced communication of EDI plans and actions within and beyond the Desautels community.	EDI / Communications Teams	Ongoing	<p>For instance:</p> <p>Announcement of creation of new EDI position,</p> <p>Communication of our Phase 1 EDI plan,</p> <p>120-day EDI report,</p> <p>Presentations to Faculty Council, Staff Town Halls,</p> <p>Faculty Advisory Board</p>
Participated in EDI events as speakers/panelists/judges.	Various members of Desautels Community	Ongoing	<p>Events included:</p> <p>MBA EDI Challenge,</p> <p>EFMD External & Alumni Relations Conference,</p> <p>Chappuis Halder & Co D&I Hackathon</p> <p>Entrepreneurship events,</p> <p>McGill Branches Pick Your Path programs,</p> <p>McGill Black History Month,</p>

			DGWA Negotiations Workshop.
Created EDI webpages that include information on EDI actions and resources	EDI / Communications Teams	Ongoing	
Connected with EDI leaders in North American Universities	Lisa Cohen	Ongoing	
Engaged in conversations with potential donors around EDI initiatives	UA Team/Desautels EDI Teams	Ongoing	
Advising to other EDI groups within McGill including Arts, Max Bell School, Student Services	EDI Team	Ongoing	
Creating Alumni EDI Advisory Group	UA Team/Desautels EDI Teams	In-progress (Summer)	
Planning Alumni Focus Groups to learn about alumni experiences and ways to engage alumni in EDI efforts	Joy Bennet/ Julia Savaria / EDI Team	In-progress (April)	

Action item	Lead	Progress-to-Date	Details
Workforce			
<i>General</i>			
Held micro-aggressions session for Desautels staff/faculty (over 50 attendees).	EDI Team	Complete	
<i>Staff</i>			

Conducting survey of staff around training needs as a basis for creating training plan around attending EDI trainings.	EDI Team	Ongoing	
Adding EDI topics and updates to Admin staff Town Hall and Masters Team meetings.	Jordana Saada	Ongoing	
EDI topics and updates added to Admin staff Town Hall and Masters Team meetings.	Jordana Saada	Ongoing	
Creating Staff Training Plan around existing central EDI trainings for staff, starting with survey.	EDI Team	In-progress (Summer)	
Creating guidelines for hiring of staff.	EDI Team	In-progress (Summer)	
<i>Faculty</i>			
Submitted proposal for ABR faculty hiring slot.	EDI Team	Complete	
Created Faculty EDI Connectors group for facilitating EDI information transfer.	EDI Team	Complete	
Creating guidelines for hiring of faculty.	EDI Team	In-progress (Summer)	
Conducting survey of faculty around training needs as a basis for creating training plan around faculty attending EDI trainings.	EDI Team / Angela Guadagno	In-progress (Summer)	
Planning training sessions with SEIA on faculty hiring, contingent on hiring plans.	EDI Team/SEIA	In-progress (Summer)	

Action item	Lead	Progress-to-Date	Details
Physical Space			
Updated information on gender neutral and physically accessible washrooms.	Infrastructure Team	Complete	
Continual re-assessment of accessibility	Infrastructure Team/ EDI Team	Ongoing	
Assessment of ergonomic needs.	Infrastructure Team	Ongoing	
Surveying art collection for representativeness.	EDI Team	In-progress	
Surveying art collection for representativeness.	EDI Team	In-progress	
Assessment of accessibility in our buildings.	Jordana Saada with SPOT	In-progress (April)	

Action item	Lead	Progress-to-Date	Details
Other: Cross Category Activities, General Assessment and EDI Infrastructure			
<i>Gathering Data on EDI Experiences, Issues and Representation</i>			
Held student focus groups to understand issues and experiences related to EDI with BCom, Master's and PhD students.	EDI Team	Complete	
Conducted staff focus groups on EDI.	EDI Team	Complete	

Conducted interviews with all program and unit directors about EDI needs and issues.	EDI Team	Complete	
Holding faculty focus groups on EDI.	EDI Team	In-progress (April)	
Working with Central Planning to access additional data on EDI.	Brian Rubineau	In-progress (April)	
<i>Creating Infrastructure & Team</i>			
Created First Responders for EDI issues and to oversee training planning.	EDI Team	Complete	
Created EDI working group including students, staff and faculty	EDI Team	Complete	